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ORAL HISTORY PROGRAM

HISTORY OF THE NAVY

HISTORY
OF THE NAVY

CHARLES FRANCIS ADAMS

ORAL HISTORY PROGRAM

NAVAL WAR COLLEGE

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The History of the Navy

Interviewee: Charles Francis Adams

Interviewer: Dr. Evelyn M. Cherpak

Subject: The History of the Navy

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C: Mr. Adams, I would like to begin the interview with a few questions about your father. The Adams family have long been connected with the sea and things maritime. When did your father serve as SECNAV?

A: He was SECNAV from 1929-1933 during the Hoover administration.

C: How did his appointment come about? Why was he selected?

A: I really can't answer that, but the first contact was made by a young assistant of President Hoover named Christian Herter, later Governor of Massachusetts and Secretary of State. I remember his arriving and, on behalf of President Hoover, offering the job to my father. He at first demurred and said that he couldn't leave his business and he couldn't support his

family and he couldn't do this and that.

C: What was he connected with at that time?

A: Well, he was a trustee, he was treasurer of Harvard University which took about half of his time. He was almost 65 and I think it was just changing his life that troubled him, but my mother, my sister, and his sister, my aunt, all came down on him like a ton of bricks and said, "You have to do this."

C: And why did you say, "You have to do this?"

A: Because there is a certain tradition in the family about serving the government and because we thought he would be good at it. We thought he would enjoy the experience and we thought he would make a contribution. We felt much honored that the President would seek him out. They had never met, to the best of my knowledge, before that.

C: So he decided to take the job because of the family's enthusiasm and...

A: Well, he immediately began to get enthusiastic about it himself. There was no holding back once he decided to serve.

C: He had a connection with the sea, too, long before he was

appointed SECNAV.

A: He was a small boat sailor and in that category he was a racing man, and in that sense he loved the sea. You can love the sea when it's benign and most of the time when you are sailing small boats it is benign. You can also hate it.

C: Well, he defended the America's Cup in 1920, did he not?

A: Yes, that's right.

C: Against Sir Thomas Lipton, so that was an important event in yachting circles. Did he enter office as SECNAV with any specific agenda in mind?

A: No, he didn't. He didn't know that much about the navy. Curiously enough, his main source of information was the Naval Institute Proceedings to which he subscribed from as far back as I can remember, and he read a number of articles and got himself quite well informed on such events as the Battle of Jutland, so he had some background. He had a younger brother who served in the navy in World War I and with all that he had a real interest, but I wouldn't say he had a very profound knowledge of the navy.

C: Well, he served in the navy or as SECNAV during the darkest years of the Great Depression; this was a difficult time for

everyone, including the U.S. Navy. Do you remember any of the major problems that the navy faced during these years?

A: I can't document them in detail. They are all in the record. Fairly recently I read some specific incidents, but the general condition was that the naval budget was under great pressure from President Hoover and his administration, as were all other aspects of the national budget. Money was very scarce and the appropriations for the navy, not only for operation and training but for new construction and all that, were put under severe constraints, and this had obviously some effect on the morale of the people in the fleet as well as the shore staff. My father fought as hard as he could on behalf of the navy with the administration and tried to keep the naval budget to a reasonable level. The net result was that there wasn't a very close or warm relationship between him and the President.

C: That's what I was going to ask you next.

A: Curiously enough, after the administration was over they served on the board of an insurance company in New York, it might have been New York Life, Metropolitan Life or one of the other major companies; they saw a good deal of each other and then became very good friends and, in fact, I can quote one line from President Hoover's memoirs in which he said, "If I had known Mr.

Adams better in the early days, I would have appointed him Secretary of State."

C: That's a high compliment. So their working relationship during those four years wasn't that close because they were on opposite sides of the pole regarding the navy. Do you remember any of your father's comments on the following individuals, or do you remember them yourself: CNO Charles F. Hughes and then CNO William Veazie Pratt, who was President of the Naval War College earlier on? What kind of working relationship did he have with these people and did you also know them?

A: Yes, I knew them. During these four years, I was at Harvard, but I did go down to Washington for weekends when I could, for my college holidays at Christmas time and in the spring, but not much in the summer. They didn't have air conditioning in those days and I preferred to go sailing, but Admirals Hughes and Pratt were around the house quite a lot because not only was the connection official, but my father had great regard for them and, I think, they for him. It was a warm relationship with both Hughes and Pratt, different characters as they were, so I came to know them. I can think of one incident with Admiral Hughes who was rather a forbidding man, a tall, gangling fellow with a white moustache, which caused him to be known as "Handlebars" Hughes in those days, and he had a gruff manner about him. With regard to the other side of him, when my father was in London in 1930 at

the naval conference I got a call one day in my room at Harvard and this voice said "This is Admiral Hughes." I said, "Yes, sir." He said, "Charlie, your father is in England and he can't keep after you. I just thought I better call you up and give you little hell and see if you are doing your work, getting on with things." That's the sort of warmth there was to the man, so I had a very warm feeling about him and...

C: Kind of an avuncular relationship, wasn't it?

A: Yes, it was. In the summer of 1931, Hughes had just retired and I came to the Washington Navy Yard in a destroyer in which I was doing my ROTC cruise and somehow or another Admiral Hughes heard about this and he came down to the Washington Navy Yard and came aboard the ship to see me. Nobody knew who this guy was until the Captain happened along and said, "My God, that must be Admiral Hughes," because he was a recognizable figure to those people who had known about the Chief of Naval Operations, and, of course, he was in civilian clothes. That was another aspect of Admiral Hughes that showed the warmth of the man, and he certainly was a gentleman of the old school. He was a strong character and a man of great competence and understanding regarding the problems in the fleet. Admiral Pratt who followed him I would call a genuine intellectual, if you will, as compared to Hughes who was a more pragmatic kind of man. I never had as warm a relationship with Admiral Pratt because I didn't have the

same occasions to talk to him, but my father held him in the highest regard. My memory is, and I couldn't document this precisely, but from the various things that my father had to say and that his aide, Captain later Admiral Stark, told me about, that there was an occasion that at the depth of this budget cutting Admiral Hughes said, "Mr. Secretary, I don't think I can stand it any longer; this Navy has been cut too far and I don't feel that I am able to do what I should be able to do for the navy and the fleet, and I think I'll retire." My father said, "Bill, you can't do that; I need you to see me through this situation." It was alleged that the other half of that story occurred also. My father said, "I am so disgusted with this particular cut; it is just one too many. I think I'll resign as Secretary." And Pratt said, "Mr. Secretary, you wouldn't let me quit; I am not going to let you quit."

C: It was reciprocal then. That was interesting. Pratt was President here at the War College for several years, 1925 to 1927...

A: That was before this, of course.

C: Yes, before this, and he had a long and distinguished career. So you did have a chance to meet these two men on occasion in Washington. To veer off on a lighter note for a moment, was your

father in any way involved in sending the refurbished and overhauled USS CONSTITUTION on her national tour?

A: Yes, her major overhaul was completed during his time and she did go on the tour under tow, and he followed that with great interest. As part of the tour she came to the Washington Navy Yard and the photographs we have in the USS Constitution Museum show President Hoover coming aboard with my father and Admiral Pratt, together with a photograph of Admiral Pratt complete with a fore and aft hat and a dress uniform, looking up at the rig. After my father retired and came back to Boston and the ship also returned to Boston, Commander Gulliver, who was the captain of the CONSTITUTION, became quite a friend. He used to come around a lot, and recounted various incidents of which one perhaps is worth recording: There was an occasion when they were going down the east coast and they ran into a southerly gale. With the windage of the CONSTITUTION's large and complicated rig and the fairly low power of USS GREBE, which was a minesweeper towing her, they couldn't make any headway; in fact, they were going astern. Later on there was an instance where the reverse took place, and there was a gale from astern and again, with the tremendous windage of her rig, CONSTITUTION was moving under her own power faster than GREBE could go, so that they had to cast off the tow and get out of the way! GREBE kept up as best as she could, but dropped farther and farther astern. Finally, when the

wind moderated she caught up with the CONSTITUTION again. This was an unusual episode.

C: It certainly was. Do you know how this campaign to refurbish the CONSTITUTION was financed? Do you remember that at all?

A: Yes, it was financed by donations from school children which was generally in the category of pennies to quarters. I remember making my little contribution as a school boy in those days. We supported this overhaul of the ship to a point, where if you could have put a crew aboard her, she could have gone to sea; the sails were there, the running rigging was there. All this is not so now. At the time, my father got inspired by the idea of sailing her, so he asked Admiral Hughes to come in one day and said, "Admiral, I'd like to look into the question of sailing the CONSTITUTION." Admiral Hughes said, "Very well, Mr. Secretary, but do you want to contemplate decommissioning a squadron of destroyers; because it would take that many people to man the CONSTITUTION adequately?" My father said in effect, "You've got me, Admiral; I guess it doesn't make sense."

C: Oh, that's interesting, but it was actually refurbished to be seaworthy when it set out on its national tour. You mentioned it went down the east coast. Did it go at all to the west coast?

A: Oh yes, she went through the Canal and up to Tacoma, Washington, and from there to Bar Harbor, Maine. These were the two extremes of her voyage.

C: Getting on to something a little bit more serious again -the London Naval Conference in 1930. Do you remember what role your father played in this important post-war meeting?

A: He was one of several delegates which included Henry L. Stimson, Secretary of State, and head of the delegation, Senators Robinson of Arkansas, Reed of Pennsylvania, and Ambassadors Dwight W. Morrow, Hugh Gibson, and Charles G. Dawes. My father had two naval advisers, retired Admiral Hilary P. Jones and Admiral William Veazie Pratt who was CINCUS at the time, before he took over as the CNO, which he did very soon after they came back.

C: What did the U.S. want to achieve with this naval agreement?

A: They wanted, as I remember the history of the time, to reach agreements to avoid getting into any building competition in various types of ships. The 1922 conference, of course, had scrapped the very large U.S. building program and limited the number of battleships. This one had to do with other categories such as cruisers, destroyers, and aircraft carriers.

C: Who was his British counterpart at this conference?

A: His British counterpart was A.V. Alexander, the first Lord of the Admiralty, and Pratt's counterpart, as the senior U.S. officer, was Admiral of the Fleet Sir Charles Madden, the First Sea Lord.

C: Do you remember what the results of the negotiations were? How did the U.S. fare in this agreement?

A: The big controversy was in the matter of cruisers. The United States wanted to have a substantial number of heavy cruisers i.e. 10,000 ton ships with nine eight inch guns. The British, on the other hand, wanted a very large number of smaller cruisers to cover their world trade routes, and that's where the principal difference lay. The other categories were resolved relatively easily. The settlement in cruisers was a compromise wherein the U.S. also built the Brooklyn class light cruisers, which again were 10,000 ton ships with long range and high fire power but armed with 15 six inch guns. Thus, the British didn't get just what they wanted and the Americans didn't get what they wanted either; but it was a reasonable compromise. When my father and Admiral Pratt came back they were not very warmly received for what they had agreed to.

C: Because the navy would have opposed this, the admirals.

A: The admirals were very unhappy about it and Pratt was unpopular because he had agreed to a compromise which fell short of what the navy wanted and my father was working with him. Curiously enough, years later Admiral Madden's son became a great friend of mine; I see him every time I go to London, which is fairly often.

C: Now, was he an admiral?

A: He is Admiral Sir Charles Madden junior, if you will. He told me that the Royal Navy felt so let down by this negotiation that Mr. Alexander and his father, Admiral Madden, were so unpopular in the Royal Navy that when Admiral Madden was offered a peerage, which is very important to the Brits, he felt he should turn it down because he was in such bad repute with the service of which he was the professional head. That he did so was a great disappointment for his wife who felt upstaged by her sister the Countess Jellicoe.

C: He felt strongly about his position, I guess, to do that.

A: It was about ten years ago before I ran into the younger Admiral Madden and got the family story of how strong the feeling was on the side of this issue.

C: That's interesting. When your father came home he did support the treaty, didn't he?

A: Yes, he did. He felt I was the best compromise they could arrive at. He thought it was very important for an agreement to be reached. The 5-5-3 ratio between the U.S. Navy, the Royal Navy and the Japanese was a very important agreement to reach and once you negotiated and endorsed it you were part of the commitment. There was nothing to do but support it, for it would have been quite inconsistent to do otherwise.

C: Exactly, but personally he was a big navy man. He did want to increase the number of ships in the navy. Did he feel that Hoover would build the navy up to treaty strength?

A: No, they did embark on some construction, but it was quite limited with respect to what the navy and its General Board were looking for in those days. I think, just to go back a moment, the General Board would have built nothing but 10,000 ton eight inch cruisers if they had had their way. That was their recommendation.

C: Did your father support the Vincent Bill to build the navy up to treaty strength? There was a little problem there, if I remember correctly from my reading.

A: When did that come? I have forgotten.

C: That must have been after the London Conference in the early 30s. It never quite came to fruition. Apparently Carl Vinson wanted to build the navy up to treaty strength and he proposed a bill to do so, which never passed.

A: Yes, he did support that. He was clearly in favor of building the navy up to treaty strength. But given the economic pressures on the government at the time, it just wasn't possible politically.

C: True, the economy prevented that from happening. Was there any one administrative reform for which your father could take credit during his tenure?

A: No, I don't think so. He wasn't one of those secretaries, of which there have been some I guess, who come on with very strong views of their own. His view was more to talk it all out with the senior flag officers and, particularly, with the CNO and then do what he could do politically or otherwise to support what they all agreed on. There were some changes in the organization of the fleet and so on, but that kind of thing came more from Admiral Pratt than it did from him. He acted more in a supporting role than he did in taking strong initiatives, because even the small navy of that era was a huge organization with

which he was not that familiar. He hadn't been an executive of a large company or anything of that sort.

C: Well, the reorganization of the fleet was one area which Pratt pressed for and which your father supported, commanded by one Commander in Chief. Do you remember anything about your father's role in the 1932 disarmament conference in Geneva?

A: No, I don't.

C: That conference really didn't come to much, but it was an attempt to disarm, which is what Pratt and Hoover were interested in. Do you remember anything about the state of the fleet during his tenure? Was the fleet fully manned? Did he support pay raises for officers and enlisted rates?

A: The fleet, as I remember it, was fully manned but there were tremendous constraints, for example, on the consumption of fuel, so that the opportunities to exercise the fleet at sea and to conduct maneuvers and battle practices and that kind of thing were quite limited. I remember the conservation of fuel oil when I went to sea and in a light cruiser, USS Marblehead, when I graduated from college in 1932. My father was still Secretary, and I got aboard the Marblehead in Boston as a newly commissioned reserve officer and made a cruise to the west coast. I got in terrible trouble one time because I stayed in the shower for a

few seconds too long. Using hot water consumed fuel, so you could have it on for a moment, soap yourself, another little squirt and you got the hell out of there. I got chewed out by the Chief Engineer for using too much fuel, because I wasn't quite quick enough in the shower. That shows the extremes to which the savings went. In the years immediately following, Naval Reserve pay was cut out completely.

C: Oh, pay for reservists?

A: Pay for reservists. Reservists got some pay for their training time. It was a great tribute, I think, to the dedication of the naval reservists that this had almost no impact; they kept right on doing their thing and pay was later restored. I can't quite put a date on that.

C: Well, there were cutbacks in personnel costs and there were attempts to cut back the number of academy appointments and cuts also in the officer ranks. What was officer morale like in the navy during the Depression and how did your father try to remedy this?

A: Well, I think that among all officers, from top to bottom, the higher you went in rank the more the concern was about the inadequacies of the fleet should a crisis of some kind arise. There were no clouds on the horizon then, of course. I have a

feeling that the people that were on active duty in the regular navy felt fairly comfortable about their situation because there was so much unemployment in every category that they were lucky to be there. It followed that they were greatly concerned when selection boards came around to see whether they made it up or not, because if they went out, there was nowhere to go. Thus morale was affected, but it still remained very strong and, of course, there was a coherence in the navy, all in support of each other, that was very impressive in that period.

C: Esprit de corps and bonding.

A: Yes, very strong.

C: What was the quality of the enlisted rates in the navy at that time, in the midst of the Depression?

A: Well, again, because they had nowhere to go on the outside, they tended to re-enlist, so you had long service petty officers, particularly very long service chiefs, who had a very high degree of professionalism so that, although they were cut back, the ones that stayed in reached more than a normal level of professionalism because they were long timers. That gave you a good base from which to expand. Of course, when the time came they could pass on their experience to an influx of additional people as the fleet began to expand again.

C: Was your father supportive of the creation of the unified air force or of a unified Department of Defense? Do you remember anything that he said about that or that you observed?

A: Well, he was beginning to fail when all that came on in the 1950 era. We must have talked about it. He had such a strong feeling about the navy that I expect that he was not particularly enthusiastic about it, but he didn't go about making speeches against it or doing anything of that kind. He was getting on in years and pretty much out of it by that time.

C: I think there were a few glimmerings, from what I read, in the 30s about this. He spoke out on behalf of carrier aviation. He felt that the navy could do the job with carrier aviation and he didn't want that arm taken away from them. Did your father socialize with navy men during his tenure and with republican administration officials?

A: Yes, he socialized with other members of the cabinet. He had high respect, high regard for the abilities of most of the members of the cabinet. For people like Andrew Mellon, Secretary of the Treasury, he had a tremendous respect. He and Secretary of State Stimson were quite good friends and there were others as well. They used to be around the house and...

C: Did you meet any of them?

A: Oh yes, I met them all, I guess, at one time or another and then there were sub-cabinet level people. I never felt close to Mr. Jahncke who was the Under Secretary of the Navy, but David Ingalls who was the Assistant Secretary for Air was a great favorite of my father's. Dave Ingalls was a navy pilot and ace in World War I. I think he shot down a total of five German aircraft. He was a tremendously enthusiastic man and particularly so about aviation. "Come on Mr. Secretary, let's fly down to Norfolk and see what they are doing down there", so we bundled my father into the front seat of a plane and off they'd go together. There was quite a lot of that. Dave and Louise Ingalls became great favorites of my sister and myself. When we went to Washington we saw a lot of them, for example. The house was full of flag officers that came to call. My father liked them all; he had a warm feeling about them, and, I think, they towards him. He was a very friendly man, always got along with people and tremendously enjoyed his associations with the people in the navy.

C: Oh, that is wonderful. So you would say that he was a popular SECNAV?

A: Oh I think so, yes, despite the London episode.

C: How did he work to make the position of SECNAV more visible to the men in the navy? Did he make periodic visits to the fleet, to the bases, that kind of thing?

A: Yes, he visited the fleet and visited the bases. I've got some old albums with some pictures of local newspapers. My mother was a tremendous album maker; she had volumes and volumes of newspaper clippings of those years and earlier years and his sailing episodes and so on, so there is a certain record of that kind of thing. It always amused my sister and myself, when he finally admitted that when he went to visit the fleet, went to sea in a battleship, it used to make him a little bit sea sick. He never got sea sick in little boats and he always laughed at us, his children, because we got quite violently sea sick. He taught us to laugh at this malady and not to take it seriously, so obviously when it finally affected him a little bit on large steam ships and naval vessels, my sister Catty and I were just delighted. He used to like to swim. I had one flag officer whoever it might have been, later Admiral Stark, then Captain Stark, describing his being in the TEXAS, I think it was, the fleet flag ship at that time, emerging out of his cabin, going down the gangway with a towel wrapped around his middle, hanging the towel on the rail of the gangway, jumping into the harbor and swimming around for a while and coming back and wrapping the towel around himself and retreating up on deck. There were two schools of thought about this; one thought was it was absolutely

splendid, in the completely natural way he did this, and I'm sure that appealed to the crew. Then there was a rather smaller school of thought which thought this was an undignified procedure for the Secretary of the Navy.

C: Do you remember who the naval aide to Hoover was? Did you mention that it was Stark?

A: No, Stark was the naval aide to my father. President Hoover had two: one was Captain Allen Buchanan who was the father of Charlie Buchanan who lives here in Newport, and the other was Captain C. R. Train, later admiral.

C: So Stark was your father's aide.

A: Yes. He had two: the first was Captain George F. Neal, later Rear Admiral Neal; then very briefly, for an interim period, Captain Greenslade, later Vice Admiral Greenslade. And the one for the greatest period of time, I think a little more than half of his years, was Captain H.R. Stark who became a very close family friend.

C: Can you tell me anything about him during this period?

A: Well, he was quite a resource to my father because he had a first class mind and knew the navy backwards and forwards and the

time that my father wasn't spending with Hughes, Pratt, the bureau chiefs and others, he spent with Stark. Often when they were driving together to and fro, because Stark knew the navy so well and was such an able fellow, a good deal of business was done at that level, shall we say. Another interesting thing about Stark was that he had inherited at least a modest fortune so he used to read the Wall Street Journal and query my father about events in the business community.

C: Your father would know something about that.

A: My father, I would say, was a professional investor and Stark was investing too, so when they got through the navy business Stark might say, "Now, Mr. Secretary, what do you think about the price of General Motors or Telephone or something?"

C: Stark will, of course, go on to become CNO just before the war. What tributes did your father receive from the navy when he retired or after? Were there any ships named after him or the Adams family?

A: Yes, the lead ship of the first class of guided missile destroyers was named, after his death, the USS Charles F. Adams class and the lead ship DDG-2 was named for him. That class of ships is just beginning to phase out of the fleet now. There were some gatherings when he left and I think a lot of nice

remarks were made; Admiral Pratt gave him a good send-off and so on, but there was no great event or award that I can think of other than the naming of the ship.

C: Was there a QUINCY, a USS QUINCY?

A: There were two USS QUINCYS, both christened by my sister, and they were named for the city of Quincy where the Adamses came from. The first one was sunk at Savo Island and then my sister was asked to christen the second QUINCY, both built at the Fore River Shipyard in Quincy. There was also the USS MASSACHUSETTS that my mother sponsored.

C: Was that the battleship MASSACHUSETTS.

A: Yes, the Battleship MASSACHUSETTS that is now a Navy museum in Fall River.

C: Did your father maintain an interest in the navy after 1932-33?

A: Yes, he did. He had a continuing correspondence and telephone conversations with Admiral Stark and others. The Commandants of the First Naval District in Boston always came around to see him and they would ask him over to the Naval Shipyard and they would keep in touch with him and thus he kept in

touch with the navy. There were others such as Admiral Felix Johnson who had been shipmates on the trans-Atlantic sailing trip that we did, so naval officers of any seniority who turned up in Boston almost always came around to the house. He always loved to see them and said, "Come back and see me again," that kind of thing, so he kept up his interest.

C: Was he a member of the Navy League, per chance?

A: Oh, he must have been. I couldn't tell you that specifically, but he must have been. He certainly was in touch with the Navy League people during his term as secretary and he kept on in Boston. There was a remarkable little man named Arthur Sullivan who had served in the navy in the First War and not, I think, in the Second who headed the Navy League in Boston for years, and Arthur Sullivan had a strange network. I never knew how it worked but if any flag officer were ever coming to Boston, Sullivan found out about it and would get them for lunch or dinner. He almost always got my father in on that and they kept in close touch with each other. I can't imagine his not being a member of the Navy League.

C: Do you have anything else to add about your father's tenure as SECNAV? I have pretty much covered the questions that I have on him. If I have forgotten anything, just chime in and give forth.

A: No, I don't think so. There used to be little anecdotes such as the fact that rather than having lunch in his office he liked to go stand in the chow line in the mess in the old navy building there. He was particularly fond of navy bean soup and a few other things like that, so he had a chance to mix with whoever was there and be seen in an informal way. He was a very informal person; he could deal with formality with the best of them when that was required on such occasions as the visit to London, but essentially he was very friendly and informal with every kind of person he encountered.

C: We'll go into your interest in the sea and things maritime and naval next then. Were you interested in the sea and in things naval as a boy, growing up?

A: Well, if you take the sea to start with, yes, obviously. My father loved sailing small boats and racing them. He brought me up to do that and I was his crew in the small boats through the 30s. My interest in the navy probably first saw the light of day when I was a little boy in the First War and my cousin George Homans, who was the same age, later a professor at Harvard, were taken to the navy yard by our uncle Arthur Adams, my father's younger brother...

C: Would this be the Charlestown Navy Yard?

A: The Charlestown Navy Yard in Boston, yes. So I have some sort of vestigial memories of going to the navy yard, seeing naval ships there, seeing the CONSTITUTION and so on. That was the beginning of it and then in 1928 my father was asked to be sailing master of a schooner called ATLANTIC in a race from New York to Spain, and he said I would like to do it if I can bring my boy along. So I went along and met then Lieutenant Felix Johnson who was a delightful character, as enthusiastic, as loyal to the navy as anybody could possibly be. During the eighteen days of that passage to Santander in Spain, Felix gave me an indoctrination in the navy and it really stuck. When we got to Santander there were representatives of various navies there; there was a French battleship, a Spanish battleship and so on, and there was a U.S. light cruiser, the RALEIGH, as I remember. She was flying the flag of Vice Admiral G.H. Burrage and I remember Felix saying to me, "That three star flag belongs to Admiral Burrage, known as Nervy-Nat." My father and I said, "Felix, why is he known as Nervy-Nat?" and the answer was, "One, his name isn't Nat and the other is that he has no nerve! As a result of that, in autumn I enrolled at Harvard as a freshman and the first thing I did was to sign up with the Naval ROTC. This was several months before my father was invited to be Secretary of the Navy, so I always liked to tell him that I was three months senior to him.

C: What did your ROTC training consist of at Harvard?

A: We had classes in navigation, rudiments of steam engineering and gunnery, and organization of shipboard life and so on. There were summer cruises. You could take them or not take them. I took one anyhow. The reason I didn't take the others was that my father got me involved in some big time yachting events which I just couldn't resist. Then on graduation from the ROTC I immediately got myself involved with what they called the Organized Reserve in those days. They were units of the reserve consisting of four officers and 150 enlisted men, 149 to be precise, who were supposed to be nucleus crews for laid up four-piper destroyers in case of emergency. At first, I was simply a sort of extra number volunteer, because there were not that many places until along came a rather vigorous officer commanding a destroyer assigned to training reserves. He took us on weekend cruises and he wrote special fitness reports on most of the officers in these organized reserve units and most of them were hold-overs from World War I. His fitness reports said they were not fit for sea duty, so that winnowed them out and the places were taken by the ROTC types, a number of them were from Boston, most of them I guess from Harvard, but some from Yale and other colleges that had ROTC units. That way we got into the organized division and that required a summer training cruise each year, and drill night once a week, and training and instruction. The motivation was to make this a sort of a challenge to see if you, be you enlisted man or officer, can work

hard enough at this, make it enough of a hobby, enough of a commitment so that you can pride yourself on being a real equivalent of a full-time regular service active duty officer or petty officer as whatever the case might be. That worked pretty well.

C: It certainly was good preparation for WW II.

A: These units were rated on a national basis and there were a hundred odd of these units spread around the country. I don't really remember the precise number, but they were all ranked in order of proficiency. Our unit in Boston in the years just before WWII was rated number one for three years in succession. We took great pride in that and this concept "Let's see if you can't prove yourself to be the equivalent of a regular officer" was the challenge that we accepted that made it work for us. My number two was Albert Pratt who later was an Assistant Secretary of the Navy; we had a lot of fun together.

C: Good. I wanted to go back to your Harvard ROTC period. You mentioned you made a cruise one summer. Do you remember the name of the ship and where you cruised? Was there anything eventful about that cruise?

A: Well, USS TILMAN was the name. She was one of the so-called four-pipers of those days and I can't remember the name of the

skipper now, but the chief engineer was Admiral Wellings. We were just discussing him, Gus Wellings. That is how I first came to know him. We went to Bermuda. On the way we had some exercises off the Virginia Capes and we had a very interesting cruise out of it. We also stopped at the Washington Navy Yard on one the reserve training cruises later on.

C: Was there anything memorable about the organized reserve cruises? You mentioned you did take some there too, going out for weekends or whatever?

A: We went for weekends and that wasn't much of a trip. The two week reserve cruises were the ones we went in usually in destroyers, but we also went in the USS WYOMING which was by then a demilitarized battleship, purely a training ship, and the ARKANSAS. ARKANSAS was another battleship that actually survived and served in World War II. I remember the last one of these was in the summer of 1940 and things were starting to heat up a little bit even for the United States and the only rounds of ammunition that we had aboard were just pure slugs that were used for target practice. There were no armor piercing or HE on board the ship then. We had some interesting episodes. We reported aboard the WYOMING on one occasion and Pratt and I were sent for by the skipper who said, "I understand that you two boys know something about small boat sailing." We said, "Yes, Captain, perhaps we know a little." He said, "You've got orders from me

now to take command of this sailing whale boat we've got and we are going to compete for the Atlantic Fleet trophy. My orders to you are to win it, no matter how many dirty tricks you pull or what you do, you are to win it." So win it we did and that's quite a story in itself, but I think it goes on too long for me to go through the details.

C: Did you do anything extraordinary or did you win fair and square?

A: We won fair and square, but we really did know a little bit more about sailing and that kind of thing. We had a crew of about six, boatswain's mates and coxswains, as they called them in those days. There was a triangular course between WYOMING, ARKANSAS and a fleet tug that was towing a battle raft for the gunnery exercises that we had later. This was off the Virginia Capes in an area they called the Southern Drill Grounds and we anchored out there and it was blowing 25 knots or so and WYOMING had a small band aboard. We managed to get about half a mile ahead of the competition, the boat from ARKANSAS. As we rounded, they played all sorts of things and then the ARKANSAS boat rounded the bow of WYOMING. I remember the captain had the band playing the "The Girl I Left Behind Me". Pratt and I were obviously soaked to the skin, two out of the four guys in the crew were bailing the thing with buckets all the time because there was so much spray and green water coming aboard. As we

came up the gangway, we were greeted by the marine guard and the band playing "Ruffles and Flourishes." The Captain met us at the gangway and invited us to dinner. The first thing that happened when we got into his cabin, he buzzed the bell and told his orderly to have the surgeon come up. This medical officer arrived and the Captain said, "Surgeon, these two young officers are suffering from a severe chill. I think some of your best medicine is indicated and by that I mean a shot of bourbon whiskey." "Aye, aye," says the surgeon, so we had a shot of whiskey all around, which was a little bit unusual.

C: That was good whale boat racing and you did win.

A: Yes, and we prided ourselves on the gunnery exercises. I remember particularly that they had one formal drill which had a certain degree of realism about it. They locked you up down below, out of sight somewhere, the officers that were involved with estimating the range and all that, and then they suddenly said something equivalent to general quarters, "man the guns," and we rushed out and looked at the target raft that was out there being towed by another destroyer and we opened fire. Our group won it hands down and the reason we did was that Pratt and I spent our time looking at other destroyers and guessing the range and then looking at the range finder, so we got very good at deciding that the range was 1500 yards or 2500 yards or whatever it was, which is critical to getting on target. The

others, some of our competitors, had all kinds of esoteric mathematical calculations that they didn't really have time to do. One of the reasons for the division's high score was that kind of thing. It was a lot of fun!

C: So, you were guesstimating, virtually by eye then.

A: Yes, we were guesstimating by eye and opening fire and you were scored on how quickly you opened fire and how many hits per gun per minute in those days. We were allowed to stand watch. I remember being alone on the bridge of a destroyer in a thick fog going around Cape Cod. Collisions in the fog would have been easy. The captain had enough confidence in us young reserves to let us take charge and that gave us a feeling that we were pretty near pros. There was a challenge and it was fun.

C: Well, those were interesting experiences during your organized reserve tour, so I assume that's basically what you were doing in the 30s prior to WW II. You were involved in the organized reserve. Where were you working when World War II began?

A: I was a partner in an investment banking firm.

C: Was that in Boston?

A: That was in Boston, a firm called Jackson-Curtis, later it became part of what's now Paine-Webber.

C: Were you called up in World War II or did you volunteer your services in 1941?

A: The word came that we were going to be called up and the captain of a new destroyer that was being built in the Boston naval ship yard, USS LANSDALE DD426, had been at the naval ROTC unit at Harvard before he took command of the ship and I knew him. He said, "I need another officer. Would you object to being ordered to the LANSDALE?" I said, "No, I wouldn't." I didn't in one sense like leaving my Naval Reserve unit, but they were not going to go to destroyers. They were going to man fleet auxiliaries. This was about the time they were about to be mobilized anyhow; so I was ordered to active duty in the LANSDALE on 12 November 1940.

C: Oh, November 1940, so it was a year before war broke out. What rank did you go in with?

A: Well, through a lot of work, I had got myself advanced from Ensign to j.g., so I was a Lieutenant j.g. at that point.

C: And you were attached to the LANSDALE in Boston harbor? How long were you with the LANSDALE?

A: I left the LANSDALE at Christmastime 1941, just after Pearl Harbor.

C: What did you do with the ship during that year?

A: Well, to begin with, we went to Guantanamo on shake-down and then we were assigned to the so called Support Force commanded by RADM A.L. Bristol which was part of the Neutrality Patrol, as they called it in those days. Our part evolved into a command called Destroyers, Support Force.

A: Commander Destroyers, Support Force was then Captain J.L. Kaufmann, father of Draper Kaufmann - you see the two of them together in the current issue of Naval History. We conducted all sorts of exercises. There was a Royal Navy Four Striper, a so called Captain "D" who was assigned. We were based here in Newport, and he was there to try to bring us up to speed, given some of the experiences the destroyers in the Royal Navy had in fighting the war. He came to sea with us one day in LANSDALE off Newport. Here we conducted gunnery exercises. I was First Lieutenant and Damage Control Officer in the LANSDALE, and I took him everywhere in the ship except for the engineering spaces and the gunner's domain and so on. I asked him a lot of questions and learned a lot from him, and then we came back to a buoy off Goat Island and the wind was blowing on shore from the westward and there was very little room to maneuver, to twist the ship around between the shore of Goat Island and the mooring buoy. My captain, who, incidentally, was a rather poor ship handler, stuck me with this and said, "All right, Adams, you bring her in to the buoy." So here I was having to back the port engine and go ahead on the starboard engine to twist her around into the wind and pick up the buoy. It was a tough exercise. He was a very senior Royal Naval officer who was a real pro at this kind of thing, and with him looking over my shoulder it was a tough moment, but we got through it. His name was Alan Scott-Moncrief; he was later an admiral in the Royal Navy. He was a Scotsman, and a splendid figure. I was told later that he was known as the handsomest man

in the Royal Navy which is said to be a handicap! We went through various exercises and one thing I remember well was in April of '41. Admiral E.J. King hoisted his flag as CINCLANT fleet, CINCLANT as they called it then, and our skipper who was a submariner and who served with Admiral King in submarines at one time said, "Hold your hats boys; things are going to start to happen fast now," and they did. We came back to Boston and landed all the miscellaneous gear that you can imagine, including these machines with which they polished the linoleum decks. Once the mess boys got through polishing the linoleum decks you had to walk carefully or you would slip and fall down, so we were delighted to see all that gear landed. Everything else that wasn't essential, everything that could burn was landed. We steamed always under darkened ship conditions and so on. The first real operation that we got involved in was in late June - early July, when a task force was formed to take a brigade of marines to Iceland to relieve a brigade of the British Army. We landed in Iceland on the 4th of July 1941. This consisted of DESRON SEVEN with Captain Kaufmann in command - two light cruisers, BROOKLYN and NASHVILLE, battleships NEW YORK and ARKANSAS plus destroyers, as I have said, escorting a group of six transports that took the marines to Iceland. Here we were steaming in the war zone with the U.S. a neutral country. The signal that I decoded - I remember the text very well, of course; it was highly classified at the time, but it said in effect, "If any Axis man of war is sighted, if they do not immediately

indicate their friendly intentions by turning away, they will be attacked and destroyed." That was pretty strong language for a neutral under those circumstances.

C: Did you have the fire power to do that?

A: Well, it depended on whom we encountered. We had New York and Arkansas. I remember there were three of them, and we did have a fair amount of fire power and we had two modern six inch gun cruisers and we had the latest in destroyers with five inch 38's, so we packed pretty good fire power. We would have a pretty tough time if we had encountered a Bismarck or a Tirpitz, but still you'd have had three battleships against one. We would have given a reasonable account of ourselves. As we unloaded the troops and turned around and came back again, we ran through some heavy fog and had a near miss collision in the fog and I had the deck...

C: With whom, do you know?

A: USS WILLIAM P. BIDDLE, she was the leading ship in the starboard column and we had no radar in those days. The only way we could tell our position was by using sonar, training it into the direction of the formation for a moment, getting an echo. We were trying to close in towards them by taking a course slightly to the left of the base course, and when we saw her we were

awfully damn close and we had to use full rudder and back on the starboard engine to twist our way out of her way. That was a little bit hair-raising.

C: And that was going home?

A: That was on our return trip. We left the transports somewhere and this naval task force headed in for Newport. We had been darkened ship all the way up and back. As dusk came the MISSISSIPPI, which had just come from the Pacific and wasn't familiar with CINCLANT's standing orders, was rigged to show movies on deck and they turned on some lights. I saw this and I asked the captain to come on the bridge and said, "Captain, we know what the rules of the game are. Look at this, and furthermore, do you see that silhouette on the horizon? That I believe is the AUGUSTA, Admiral King's flagship." He said, "Well, let's watch the fun, Charlie." So we, of course, went into darkened ship. Pretty soon there was a flashing light signal from AUGUSTA to the task force commander, whose name I believe was LeBreton. August asked, "Why are you not complying with my CINCLANT fleet serial so and so?" Some guy must have called the engine room from the bridge to pull all the main circuit breakers, for all the lights went out, bam, at once. That was the end of that episode and he was relieved of command of that task force. The leading ship in the formation, I think, was the ARKANSAS. Somebody forgot to tell them that they had put a boom and net defense

between Conanicut Island and Newport, so she steamed briskly into it and carried it up the bay!

LANSDALE left with her division from Casco Bay in August and we started escorting British convoys from a position south of Nova Scotia to a mid-ocean meeting point 300 miles south of Iceland. This was about two-thirds of the run from Canada or the U.S. to the entrance of the Irish Sea, so two-thirds of the British requirement for escorts were relieved for other assignment. This was clearly a war-like act. The history has been written up in "Mr. Roosevelt's Navy," so I won't go into it.

C: Did you ever have any exciting experiences on those trips?

A: We never encountered any submarines ourselves. We did pick up survivors. We based ourselves on the eastern end in Valdefjord in Iceland. That was the base and we did learn something about how little we knew about anti-submarine warfare when we went to a British depot-ship called HMS HECLA, where they had a training set up with a simulator, an attack teacher, they called it. We ran a very realistic drill on detecting submarines and listening to sonar pings and determining how to counter-attack. I went back to the ship after that and went to work in my cabin and tried to figure out the difference between using their doctrine and our doctrine. Then I went around to see

the captain who had sent me over there. He said, "What did you find?" I said, "Captain, if we use the procedure in the fleet exercises that we've had, we've got about one chance in 80 of making a successful depth charge attack. If we all do all the training we can with the HECLA while we are here and forget about the U.S. Fleet doctrine, I think we might have one chance in something nearer a 20." So he sent all the watch officers over there and he said, "Since you've learned so damn much, you are the ASW officer." That's what you always get from sticking your neck out! Here I was, one Harvard NROTC graduate in a ship full of Naval Academy people, regular officers, so my idea was: let's learn from wherever we can the best way of doing it and never mind USF 70 or whatever that tells you how to do it. The captain would have told me to go to hell if he had not spent three or four years as an instructor at Harvard and decided that there were some people who were taught to think originally and not just go by the book. So I had a lot of fun in my cruise in the LANSDALE doing this kind of thing.

As for picking up survivors, at one point we were steaming through an area where we knew a number of ships had been sunk. A convoy had been attacked in the vicinity. I don't remember exactly what we were doing, but we were proceeding independently at 25 knots from somewhere to somewhere else and we ran through this area. I had the watch; I sighted a life raft; there was a tarpaulin on it and something under it but no sign of anybody.

The doctrine was to shoot up any life boat or raft so it would sink and get it out of the way so that ships wouldn't be endangered by stopping in an area where submarines were prevalent. I said, "Captain, I think there might be some survivors under that tarp." "Go ahead, he replied," so we tooted the whistle and the siren. Then out from under the tarpaulin an arm appeared and waved. "All right," said the captain, "you saw them; you pick them up. You know you should stop for the shortest possible time." We lined up a bunch of sailors, put the cargo nets over the side, which acted like rope ladders, and I made an approach at 25 knots, then backed full and, fortunately, I hit it right; we were able to grab the life raft and pull three people off it.

C: Directly into the nets then?

A: Well, the sailors went down the nets. One guy could pretty much get himself up; one of them required help; the other one really had to be carried. Three others had already died of exposure.

C: It was the North Atlantic.

A: We were on our way to Valdefjord. We took these people to a hospital for survivors that the Brits had in Iceland and they all recovered. One fellow lost half of his foot, I believe. In

Iceland when we arrived for the first time at Valdefjord, the division was formed up in a column and we encountered the British harbor defense port, a sort of dual purpose battery. They were there with sand bags; around an anti-aircraft battery which also could shoot at surface ships, and they trained their guns on us and asked for recognition signals. Well, there was blank area out at sea where we couldn't copy fox schedules, so we didn't have the latest recognition signal. They said, "Give the right recognition signal or we will open fire." So the Commodore we had aboard, Admiral Kirkland, said, "Well, I guess the only thing to do is to keep going. Don't load or train out the guns or do anything like that." Here were four clearly recognizable U.S. Benson class destroyers with American colors flying and we steamed briskly into the fjord and nobody opened fire. Again, on one of my odd missions I was sent in the whale boat to go over to the entrance and have a chat with these fellows, so I went over there and explained what the problem was and why we didn't have the recent signals, and the fellow said, "Well, we decided that you were who you were." Nothing ever worked quite right in those days, and then we went on to talk a little bit. A day or two later I was told to ask these fellows aboard the ship for dinner. Several of us went over there and they gave us a drink, and their food was awful, their rations were terrible, so we had them aboard the ship for dinner. We did that several times. But there was an occasion where an American PBY flew over the harbor and this battery opened fire on them and the PBY went on over and

I saw this Royal Artillery Captain and I asked him about that. He said, "You know, we had a terrible fuss here. You Yanks didn't give us the word and any aircraft we weren't told to expect, we opened fire on." He said, "I really don't know why your chaps made such a point about it. This battery of mine was sent out here because we've had it with the Blitz in London, and what you don't realize was we never hit anything!"

C: When did you finish your tour of duty with the LANSDALE?
Was it December '41?

A: Yes, we made three round trip convoy runs. Then we went in to Argentia. We were ordered to go there to pick up Captain Denfeld who was the Chief of Staff of Task Force 24 under which we were operating and to bring him back to Boston. Louis Denfeld was very senior, very prominent, and a well recognized fellow who was going to go higher and he had some interesting stories to tell. We were proceeding to Boston at 29 knots, which was the maximum sustained speed we could make under two boilers, hopefully to get Denfeld and ourselves back for Christmas and then we ran into a helluva gale. We were slowed down to about 5 knots and nothing was seen of the good captain for two days. The gale subsided eventually, but he was the most sea sick man the world has ever seen. He hadn't been to sea for a long time. He had been on a flagship, which was the repair ship PRAIRIE in Argentia Harbor. When he emerged I had the watch, and as anybody who has

been sea sick knows, when you get over it you feel pretty good about not being sea sick anymore. He sat in the captain's chair and wanted somebody to talk to. We were just steaming along, so I didn't have very much to do. He told me about all kinds of interesting things - how he tried to negotiate a base in Bantry Bay, but the Irish Republic wouldn't have it, so he ended up negotiating for the base which was later built in Londonderry. He asked about our experiences in this force of which he had been the Chief of Staff and we told him a lot. I got to know him quite well then because this wasn't the only watch where he appeared on the bridge, so we must have had eight or ten hours of conversation of one sort or another. In the meantime, orders came detaching me from the LANSDALE.

C: Was this before the war? Before Pearl Harbor?

A: This is after Pearl Harbor. Oh, I can talk about Pearl Harbor then. That's probably worth mentioning...

C: Oh, it would be, yes.

A: We were having dinner in the wardroom mess and a radio man came clattering down the ladder in a helluva rush and handed this dispatch to the skipper who was sitting at the end of the table and he read it: "Air raid on Pearl Harbor; this is no drill", the strange message we all remember so well and then we went on

to talk about. Nobody did anything because we were on a war time basis already so the least effected people that you can imagine were people already on this Atlantic convoy duty as we were at that point. That was the 7th of December and we were somewhere between Iceland and Greenland with a west bound convoy at that time.

C: But what was the reaction? Were people upset or...?

A: We weren't all that surprised, actually. There was a lot of realism in the fleet and we got some indications that there was a Japanese threat. One of the officers in the ship, Monty McCormick, was the son of Captain then later Admiral Lynde McCormick, one of the first to be CINCLANT after the war. He was the Operations Officer on Admiral Kimmel's staff, so Monty was concerned about whether his father had gotten blown up or not. Also, in correspondence he received from his father, which I think he read to us, he felt there was a real life threat from the Japanese and so we were surprised in one way and in another way we were not. Of course, we knew nothing of the extent of the damage. We got no word on that at all. This whole exercise that we were on was kept very secure. There were four escort groups of destroyers, some old, some new, assigned to this duty. We shuttled between Argentia and Iceland; we were never allowed to go back to the States where we could talk to anybody. Our mail was all censored and so on. We first got back to the States on

Christmas Eve as I remember. We finally got going up to speed again after the storm. As we approached the dock at the Boston Naval shipyard the captain again said, "This is the last time for you Charlie, put her along side," so I did and then I was detached and given a week's leave in order to get to the War College for a reserve officer's course called the Preparatory Staff Course.

C: This would have been in January 1942 that you attended the course? Do you remember how long it was?

A: It lasted until June.

C: A good six months then. Do you remember anything about the subjects you studied, or about the contents of the course?

A: The content of the course was focused primarily on making us useful staff officers. We were supposed to know how to do operation plans, how to write operation orders in the proper format and all that, but the course was also designed to give us some exposure to the kinds of problems that the people in high command that we might be working for would be confronting. We listened to all the lectures that the regular course did; we saw a good deal of the senior officers that were in the regular course, so we weren't treated like little boys. We took part in the whole thing. When they had war gaming we played the role of

staff and unit commanding officers and so on. I remember once, for example, that I was in command of some Japanese submarines in the Straits of Malacca and we got attacked by a group of US destroyers as the game played out. I didn't know what was coming, but Captain Randall Dees, dropped into my little office, which is up above here somewhere in which you just had communications. And he said, "Charlie, the Emperor in his divine wisdom has seen fit to decorate you with the Order of the Rising Sun posthumously. This meant my little group of submarines had been wiped out by the superior Americans. Then, "Why don't you go home and play golf." We really felt part of the whole show here, not as a bunch of juniors. All of the officers assigned were either naval ROTCs or Naval Academy graduates who had resigned and who had been recalled to active duty so we weren't people from OCS; we were people that already had training and experiences. I was the only one who came from sea duty, so I was the one that Admiral Kalbfus picked on to relieve another officer as his aide.

C: I was going to ask you about your duty as aide to Admiral Kalbfus, then Naval War College President. But just to ask you one other question about the course. Did you find the course good preparation for war and what you faced as a destroyer escort commander?

A: It didn't do me too much good as a destroyer escort commander in a sense; it would have done me a lot of good as a staff officer, but the navy personnel system in all its wisdom never ended up assigning me to a staff, but that's something for later on in the story. One amusing episode occurred shortly after I had been assigned here and the classes had started. I went down in the basement here to the tailor's office or the barber shop or something that was down there and Admiral Kalbfus happened to come down and I guess he knew my father since he was an old-timer, and he knew who I was. He said, "Adams, come in here. I want to show you something." And I went into a room where there was a table about the length of this with a model of Goat Island on top, which was where the Naval Torpedo Station was, complete with all the buildings and so on and it was all painted over in camouflage scheme and the Admiral said, "Look at this, isn't this great? This is the camouflage scheme as it is going to be applied to Goat Island. What do you think of it?" I said, "Admiral, if you'll excuse me, if you ask me my opinion I think it is a lot of nonsense." Kalbfus kind of froze up and said, "What?" I said, "Admiral, excuse me, I think it is ridiculous." He said, "Well, explain yourself." I said, "Well, Goat Island is covered in buildings and if any enemy bomber force by any chance should ever get near here, which is most improbable, they'd probably be at high altitude and all they've got to do is to hit the island and you cannot camouflage the island as such. You can camouflage the buildings from the bit of

field that is there, but an island is not going to look like water no matter what you do, so I think to camouflage those buildings under these circumstances is absolutely a waste of manpower and time and effort, because there is a war going on." Kalbfus kind of looked at me and said, "Damn it, I think you are quite right." They never did camouflage the place. Again, this was the Harvard college boy and not the Naval Academy fellow who probably wouldn't have dared to tell the Admiral that what he was so proud of was ridiculous. I think it ended up with a good mark for me with Admiral Kalbfus because he never would have me ordered as his aide if he thought I was an idiot!

C: What were your impressions of the Naval War College during the year you were there, 1942? Positive?

A: Oh yes, very positive. I was very much impressed. There was a tremendous scope here even then for thinking and planning. The thing that I think impressed me most was that Kalbfus was very firm, "We are not going to try to teach anybody how to fight World War II; we are going to teach you the principles of planning that would be good under any circumstances anywhere. We are going to try to teach you to think straight, to write documents whose meaning is unmistakable, to do that in a standard format that everybody uses; we are going to try to teach you, whether you are seniors here or may rise to flag rank, how to command; we are going to try to teach the juniors how to be really

contributing members of somebody's staff, but if you ask us to give you an interpretation of the battle of Savo Island or some of these other events, that's not our bag. We will give you a weekly intelligence briefing of what's going on to try to keep you informed and there will be plenty of free range for you to think about how you will apply what you have learned here, what you are going to encounter.

C: So there was that translation of knowledge.

A: There was that translation. There was a threat of the place being closed down as it was in World War I that came through very strongly from the CNO's office. Finally, after that was considered and rejected, everybody hoped that it would not be closed down as Admiral Kalbfus was the only two-time president who really knew the place very well. I was very impressed by the whole thing. I got to be particularly good friends with one senior captain whom I admired as much as anybody I ever knew in the navy.

C: And who was that.

A: His name was Lawrence DuBose. We were conducting a tactical game once, I guess this was after I had become the aide, and he got a dispatch which said, "You will proceed immediately as Commanding Officer of USS PORTLAND", and I remember he had a

pencil, he was writing something, he put the pencil down on the table and said, "Good day, gentlemen." He got up and walked out, went home and packed his bag and went off to war. When I next saw him again he had acquired 3 Navy Crosses, 3 Legions of Honor and 3 Silver Stars, so he was quite into the thick of it. One of the first things that would happen to him was they blew the bow off the PORTLAND, which we heard later on.

C: I was going to ask you if you had made any lifelong connections or had encountered any of the people you went to school with here at the War College later on in your career or in the war?

A: Yes, I did. He was one; there was a Captain Carter whom I got to know quite well here and I was at one time ordered to be his assistant. I think he was the Assistant Operations Officer on Admiral Nimitz's staff because I was ordered to Admiral Nimitz's staff. I discovered later that my assignment would have been allocating ships to task forces and so on, which would have fascinated me and for which my background here would have been extremely valuable, but I never got there.

C: What were your impressions of the Naval Base? It was on a wartime footing. And of Newport, Rhode Island. Can you tell me where you lived in Newport, too?

A: Well, I lived in a couple of houses that I rented. I had a wife and three little children then and we couldn't get a small house then, so we ended up with two fairly large houses at minimal rent because it was the off-season. We had to get out of one of them when the summer people that owned it came. Then there was another one that no one wanted. We knew some of the Newport people, because Newport wasn't that far from Boston and it was a sailing place. Life was very agreeable during the eleven months that I was here except, of course, for the fact that I wanted to be at sea, and my friends and people I knew were getting killed in the fleet in the Pacific and the Atlantic and one didn't feel too comfortable about that. Otherwise it was helpful that the people of Newport just had their arms out to the Navy in those days; they were very hospitable and friendly. We had the run of the Reading Room, Bailey's Beach and the Clambake Club. I think I might just say a word about my transition from being a member of this Preparatory Staff Class to being Admiral Kalbfus's aide. He sent for me one day and he said, "Adams, I am having you ordered here as my aide," and my face sort of fell because at that point I thought I could go back to sea again which is where I felt I belonged. I considered myself a seagoing officer, even though there might be a seagoing staff. He looked at me and said, "I am sure you've got some connections in Washington with your father and what not, and I am sure you can do something to get this changed, but I just want you to know that I am so damn senior and I've got such a good connection with

the detail officer that you haven't got a chance." All this with a growly face and then he burst into a beaming smile, "So there is nothing for you to do but relax and enjoy it, as the old saying goes."

C: So you served as his aide for a six month period roughly?

A: Well, it was a little less because he was relieved just before I left.

C: You graduated from the course...

A: I graduated from the course and became his aide, and his argument for picking me was that all the others deserved to go to sea more than I because I had been at sea for over a year in the LANSDALE, 1940-41.

C: What was Admiral Kalbfus like to work for? What kind of man was he?

A: He was a wonderful man. I got along extremely well with Kalbfus. I had the highest regard for him and for Mrs. Kalbfus, too. She was something of a character, and I tried to do everything I could to be helpful and very occasionally, when I thought about it carefully, make a suggestion. I became great friends with his other aide, a man named Norman Ballou who had

also been in the Preparatory Staff class where we had come to know each other. Ballou and I kept each other informed a little bit of what was going on in the college and the base. Kalbfus had two chiefs of staff and two aides. He was a sector commander and a base commander and Narragansett Bay was the sector area of command, so in a sense he presided over all kinds of things, including the naval reserve intelligence officers class that they ran at Quonset, things like that. We went up there to the graduation ceremony where I found a tremendous number of friends in the class. All sorts of things were going on in this area.

C: He had a lot of responsibility during the early part of WW II.

A: The only trouble I ever had with him was, I was in that little office outside, there were two swinging doors...

C: Yes, it was right here in Luce...

A: Yes, right over the front door. It was his office then. There was a swinging door and then his secretary who was a wonderful lady whose name I have forgotten, then another swinging door into my office, and he usually came in and out through this to tell me where he was going, to tell me what he wanted me to do and so on. One day he buzzed and said, "Come in, please." He was in there with Captain Bates and they had just completed

Sound Military Decision and they had a couple of draft copies.

Incidentally, I was later sent up with a marine guard to a secure printer in a station wagon to bring a cargo of these things back.

He said, "Now, Adams, you are a graduate of Harvard College where I believe you have been taught to write the English language.

I'd like to have you take a copy of this and see what corrections and suggestions you might make." I said, "Admiral, I couldn't do

that. I have read this thing with care." He said, "What's the matter? Why not?" I said, "To me there are tremendously

significant points that are buried in such obtuse language that it is extremely difficult to understand. The only thing to do is

to start all over again and re-write it." "Well," he said, "that I am not going to do. Thank you very much. Goodbye." Then

there were other wonderful occasions such as the time he stopped in my office and he looked at me and said, "Charlie, I am going

down to the lower deck to get a haircut." I smiled ever so

slightly and first this cloudy look came over him and then he

grinned and said, "Well, damn it all, you are the only fellow

around here who is entitled to laugh at me when I say I am

getting a haircut." Neither of us had a hair on our heads! He

did have a sense of humor. One evening we had him for dinner, a

typical story of the young man and his wife inviting the boss

and his wife for dinner, so we invited the Kalbfuses, and we had

some senior people and some local citizens; I guess about eight

or ten. We borrowed a butler from somewhere and we got a cook

from somewhere and we borrowed a maid from somewhere so we could

do this right for the admiral. Well, this was too much for the cook. She hauled the roast out, dropped it on the floor, put one foot in the grease, fell down and broke her arm when the dinner was half cooked, and we had to send for an ambulance for her. She had to be sent off to the hospital, which caused us a slight delay and confusion. Then nothing was cooked quite right so my wife had to run out to this maid who was helping. They finally got the dinner done after some delay and it was brought in and served. By that time, the admiral who loved old-fashions had one more than he might normally have had because of the delay. He was more than somewhat amused by our discomfort, I may say. The final denouement was, at the end of the room, beyond the end of the dining room table, there was a sideboard with a heavy glass top and behind that on the wall was an enormous steel engraving of the Battle of Waterloo which again was covered in glass, and at a certain moment someone laughed too loudly and banged on the table and the Battle of Waterloo came down on the sideboard. It was the most shattering display of broken glass that you can conceive of! Well, that did it. I don't think the admiral stopped laughing for ten minutes. He left just beaming in smiles, saying, "I haven't had so much fun in years." So it didn't come off the way we had intended it to, but it ended up by being a great success; it gave the old man a lot of fun at our expense.

C: Were you ever entertained at his quarters? I assume he lived in AA over on the hill?

A: Yes, yes, we went there once or twice and I went over there whenever he had a distinguished speaker with place cards. We arranged them around the table for lunch. The first time I did that I was met by Mrs. Kalbfus who was addressing the head mess boy that they had in the most incredible muleskinner's language that you ever heard in your life. Her father was a marine and that's where she acquired this and I think her father must have had something to do with the mules that the marines had in those days because she just ate this guy up so that there was nothing left, and I am not going to repeat the language. Then she came out and said, "That little bastard has been doing so and so again. Now what have you got on your mind, young man?" That was my introduction to Mrs. Kalbfus. I got along beautifully with her and so did my wife. My wife was called Moppy. She said, "Moppy, you've got three children to bring up and a house to take care of; I don't expect you to do anything for me. I'll ask you on these occasions. You can come if you want, but you are on your own." She was famous for a few more rather coarse observations on one thing or another which I am not going to bother for the record here. But when the time came, when Vice Admiral Pye arrived to relieve Admiral Kalbfus, Ballou and I and our wives had dinner and at Admiral Kalbfus's suggestion went around to have a drink at his house; there was nothing left there

but the refrigerator. The rugs were all rolled up, the furniture was ready to be moved and Ballou and I brought a suitcase with glasses and bottles of the admiral's favorite and the ice machine was still there in the refrigerator. Here we were, Admiral and Mrs. Kalbfus, the Ballous and Moppy and myself all sitting on a rolled rug having a drink and having a lovely time for ourselves, when in marched Admiral and Mrs. Pye to pay an official call. Mrs. Pye had written a book called The Navy Wife which is a book on etiquette and here she was, complete with white gloves and all the rest of it. So we all got to our feet and it was amusing to me because Mrs. Pye was being so formal and then Mrs. Kalbfus said, "Now Annie Pye, I've told Moppy Adams here that she isn't going to have any duty to do for the President's wife as the aide's wife. I want you to remember that Annie Pye, you leave that Moppy alone." Another reason why we liked her.

C: That's an introduction to Pye. Did you serve as Pye's aide?

A: I served as Pye's aide for a brief time, for about three weeks. He said to me one day, "I don't want to ask you this but would you mind going in the car with Mrs. Pye because we have no car of our own and she can't travel in an official car without somebody in uniform being in the car, and she's got to buy some pots and pans so we can cook dinner." So I went with Mrs. Pye and I helped with whatever and we got along fine, but she was a different type. She was a much more formal person, the old navy,

dropping cards and paying calls and doing that kind of thing. And I got along very well with Admiral Pye. I never came to know him as well because I wasn't with him very long; it was only a matter of a few weeks.

C: Just an interesting aside from our point of view, from the Naval Historical Collection. We have been trying to get the Kalbfus papers over the years. I have done all sorts of investigations. I called one of his old retainers in Florida, an enlisted man who worked with him; we contacted the person who lived in the Kalbfus's house over on Restmere Terrace in Middletown but couldn't find a thing. His wife, Syria, I think that was her name, died on a cruise ship or a freighter in 1960 off Madagascar and they had no children.

A: I knew that. I knew that she had died; I never knew the circumstances.

C: So we have come to a dead end trying to find his papers; they are just nowhere. It is too bad because he was here for several tours and was head of the base as well as the War College. It probably would have been an interesting collection.

A: I am sure it would. He represented the intellectual spirit of the War College as much as any man ever did, I expect, because he was here for so long; he saw it in peace and war.

Speaking of peace and war, another amusing occasion was that word had come out that flag officers who held ranks above rear admiral for periods of a year or more while on active duty in the navy would be restored to their highest rank. One morning this tube came; I opened the tube and rolled up inside there was a commission as Admiral, United States Navy, Retired, instead of Rear Admiral, so I said nothing about that except to my friend Ballou and I went down and got a four star admiral's flag made up. Then I sneaked over to the house and got one of his uniforms and took it back to the tailor's and had the stripes put back on and Ballou alerted the base chief of staff and his War College chief of staff Captain Crosby. When Ballou and I and the two chiefs of staff marched in, I said, "Admiral, request permission to hoist your four star flag," and Ballou held his jacket and said, "Admiral, if you excuse me I think you are out of uniform." The grin didn't come off his face for a week after that little ceremony. I know how much it meant to him to have his full rank restored.

C: And you were very quick about it.

A: And we made what we thought was a nice little ceremony out of that. That's the kind of stuff aides are supposed to do.

C: Did you enjoy your position as aide for that particular period?

A: I did very much because I sat in on everything I could in the way of classes and lectures when I wasn't needed by the admiral. I spent a lot of time with him. These two captains, Bates and DuBose, were the heads of tactics on the one hand and strategy on the other. Others I had a chance to see later on. I learned a lot. I gained great respect for this establishment and its contribution to naval thinking and leadership at high levels.

C: Did you get any chance to get to know Rafe Bates? He was a character.

A: I knew Rafe Bates very well.

C: He was, of course, the first head of the Foundation and the Battle Evaluation Group. I never met him; he was here before I came on the scene.

A: Well, Rafe was a nice man. He talked too much and talked himself out of the good graces of E.J. King, which prevented him from getting a higher rank earlier on, but I remember once when Moppy, my wife, was ill he came over and brought a nice bottle of wine, which was kind, to cheer her up. We had a close relationship and after the war when I came here he was working on those confidential battle evaluations and he would give them to me and say, "Would you please read this and tell me what you

think of it." I saw Rafe a lot and he got a hold of me one day and said, "We are forming a thing called the Naval War College Foundation and I would like you to be one of the founding trustees", which I did, of course, and made a contribution. While he was raising money for the Foundation, I came here to the original Global Strategy Discussions. I came to the first of those and then came to them regularly and always spent a lot of time with Rafe. I was very fond of him. I knew him quite well.

C: So you left the Naval War College in December 1942, is that correct? And where were you assigned next?

A: I was assigned to the Sub-Chaser Training Center in Miami, Florida. That was a new establishment dedicated to training officers who would man the three principal types of ships that were dedicated to anti-submarine warfare. First, the SCs that were 110 foot wooden ships. Then, the PCs; 180 foot ships that had quite a good capability, and then the 306 foot destroyer escorts which didn't yet exist. They were building them and so I went down there and I couldn't understand again how the navy system worked. Here I am spending a year in training as a staff officer, having come from a destroyer. If I am going to go to the Anti-Submarine Warfare School, why spend a year training me as a staff officer? Nevertheless, off I went to the Sub-Chaser Training Center in Miami, which was run by a very energetic fellow named Captain Daniel who really drove everybody hard. We

worked full-time six days a week and part of Sunday and we had classes and what not. A lot of the course was to train people in the various aspects of duty aboard ship. A lot of this I knew better than the instructors because some of them had not had as much time at sea as I had had between pre-war and service in LANSDALE. It was true that there were several of us who were sort of ringers in the place. There was one other lieutenant, I remember once, who fell asleep in a class in communications and the instructor woke him up and said, "If you know so damn much about communications, you get up here and give the lecture." "Okay," this fellow said. He had been the staff communicator on a cruiser task force staff and he knew more by a long shot than the instructor and gave a fascinating lecture on communications, because, instead of just the theory of what you did, he started talking about all the things that could go wrong, the weaknesses of the communications system and all the really significant kind of stuff of which this instructor had no experience, so the poor man was somewhat mortified. I had a little of that kind of thing myself, but it was a first rate course. I met a lot of friends there that I knew, other people that were coming into that kind of training.

C: How long was this training course?

A: It was a six-week course, I remember, followed by two weeks at Key West at the so called Sound School, Sonar School, which

added on a bit to it. When I got through that I was ordered to Houston to be the prospective commanding officer of a PC that was being built there. I took command of that ship when she was completed.

C: Was this early 1943 then?

A: This is early '43, March, April '43, and I brought that ship to New Orleans where they put the sonar dome on in a dry dock because they couldn't do it in Houston.

C: What was the name of that ship?

A: It just had a number - the 1252. Then I took it to sea for shakedown. During the shakedown, we were told to stop in Key West, this was from Miami, take aboard a cargo of light depth charges and take them to an airbase in the north of Cuba, where we had to steam in in the middle of the night with no aids to navigation, and when we arrived in we found this airbase was a sunken concrete ship that had been loaded with sugar cane and it was full of the largest, noisiest cockroaches you ever saw. They were about four inches long; you could hear them running around. So we unloaded the depth charges and got the hell out of there before we took the cockroaches along as shipmates back to Miami, where I was greeted with a signal that said that you have been selected for Lieutenant Commander and go take a physical. I

rushed around to the medical office and after we got in from a long day coming up the coast, doing piloting and looking through glasses at marks along the shore and all that kind of stuff, I couldn't pass the eye sight test.

C: I believe we left off with your telling me that you couldn't pass the physical for promotion to Lieutenant Commander because of your eye sight.

A: Well, this very understanding doctor said, "What have you been doing all day?" And I said, "Looking through binoculars and alidades." And he said, "Well, why don't you rest your eyes overnight and come back in the morning." The next morning my eyes were perfect. Then they said that now that you are a Lieutenant Commander you are ready to command a DE and then I was ordered as P.C.O. of one being built at Hingham, outside of Boston.

C: What was the name of that one?

A: FOGG (DE-57).

C: What exactly does a destroyer escort do?

A: Well, it's like a mongoose to a cobra. It's particular enemy is the submarine. I am talking in terms of the way things were in those days. It's far better designed and equipped if you think of a submarine as the target, than a destroyer, and probably cost one third of what a destroyer did. They were relatively simple ships so the country could afford to build a large number of them which we needed. They had the character-

istic of being able to turn in very tight circles which is necessary, because the German submarines could turn in such a tight circle that they simply turned inside any destroyer and, therefore, were very effective at evading depth charge attacks. They were equipped with lots of depth charges, ahead throwing weapons, called Hedge Hogs, and they were extremely effective for the purpose for which they were designed.

C: How many men did they hold?

A: We had about eight officers and 215 men.

C: So you were involved in the building of it, I guess, or just at the tail end of that. Were you involved in the commissioning of the FOGG? Where was that done?

A: That was done at the shipyard where the ship was built in Hingham, Massachusetts. We were a group of so called PCOs, i.e., prospective commanding officers, around there because the yard would turn them out about one a week or ten days. That was a mass-production shipyard for this particular type of ship.

C: It was on a 24-hour cycle...

A: They were on three shifts on certain parts of the work, if not on all of it, and every third one went to the Royal Navy. We had some RN people there as well as our own.

C: Do you remember for whom the ship was named?

A: As I remember he was an Ensign Fogg, a naval aviator. He came from Maine and his mother and father came to the commissioning. He had been killed early in the war.

C: It was standard practice to name ships for young men who had been killed early on. The ship was commissioned and then you set out on a shakedown cruise.

A: To Bermuda. We were a month in Bermuda shaking down, firing guns, doing runs over tame submarines, that's what we called them, tracking them and feigning depth charge attacks. Of course we never dropped any. After Italy surrendered and the Italians were to help the Allied cause, some of the Italian submarines were assigned as targets, which was fine until we got a couple of French DEs in the formation. They proceeded to unload live depth charges on the Italians. Fortunately, there was no damage!

C: So you had a month in Bermuda. Where did you come back to then? Did you come back to Hingham or..?

A: We came back to the Boston Naval Shipyard where they did some post-shakedown work, fixed up a few things and then we set out from there.

C: Where did you set out for? Where was your first cruise to?

A: On the first one we went to Trinidad. From Trinidad we went to Aruba and Curacao.

C: Great oil ports and refining areas.

A: Yes, where we collected a small but what they called a fast convoy in those days, 16 knot oil tankers, and we set out for the Med. We were escorting this convoy of so called fast tankers. We dropped one off before we got to the Med, one or two went in to Casablanca and then we went on past Gibraltar and we dropped several more off at Oran and the last lot we took as far as Algiers. Admiral King had decided that no American escort ship would go into the Med. I don't know how this got fouled up; there was some fuss about that which didn't affect us particularly. We lay in Algiers for several days, then picked up the empty tankers and returned to the Caribbean.

C: Did you meet the enemy along the way?

A: No.

C: It was a safe trip; you got back. From my research it appears that the next trip that the FOGG made was to Londonderry and Northern Ireland. Were you involved in these, too?

A: Yes, there were some standard convoy trips, horrible weather, very disagreeable circumstances, but by that time, the fall of 1943, at least, one had the feeling that the Battle of the Atlantic was beginning to be won. There were a lot of DEs coming out; convoys were better escorted; there were escort carriers that provided air-cover; the whole thing was more sophisticated and we felt confident that we were on the winning side, as compared to 1941 when the feeling was that it cannot get anything but worse. The view of all of us in LANSDALE at that time was that the sooner we get into this war the better.

C: What kind of cargo were you convoying? Did you know?

A: We didn't know. These ships could be loaded with anything from tanks to ammunition, from food to clothing.

C: How many trips did you make back and forth?

A: Let's see, that was through the winter 1943-44, I think, two round trips.

C: And safe round trips?

A: Yes. I had a singularly unexciting war in that sense; no convoy that we were with was ever attacked.

C: You were lucky.

A: One thing I think was very clear to us after the war was over - and that's worth commenting on - that the thing that saved more allied ships on the convoy route than any other single factor was the skill of the British in routing them around the U boats. This is because of their code-breaking capability, their direction finding and their intelligence. Towards the end of the war, it was so sophisticated that the Germans didn't even have a chance. I saw it in three different phases - LANSDALE in 1941, FOGG in 1943-44 and later when I was on the staff of CINCLANT in 1945.

C: Progress and a combination of factors made things better. When did you leave the FOGG? Was this later in '44?

A: I guess it must have been April '44.

C: And what ship did you go to next?

A: I was assigned as a prospective commanding officer of another DE, WILLIAM SEIVERLING, DE 441.

C: Where was that commissioning held? Was the ship built by the time you were assigned?

A: No, the ship was not finished. I was a longer time waiting for this one, two months or so, because they slowed down the DEs to build a lot of landing craft. The shipyard put the DE's aside, to a certain extent, while they did a crash job on these landing craft for the Normandy invasion... It was late July by the time the SEIVERLING was commissioned. She was built by Federal Ship Building in Port Newark, New Jersey, and her commissioning took place over in the Brooklyn Naval Shipyard.

C: And you were, of course, present at that.

A: Yes.

C: Was that named for another sailor who lost his life in the war?

A: I have a feeling he was a marine. I have to look that up. I don't remember any Seiverlings at the commissioning.

C: Where did you go on your shakedown cruise?

A: Bermuda again. Same thing.

C: But then after the initial shakedown cruise the SEIVERLING was sent to the Pacific theater.

A: Yes.

C: Was there anything notable about your trip out to Hawaii, to Oahu?

A: The most notable part was the escort down the East coast of a steel barge towed by a fleet tug, a type of ship designed to tow damaged ships and heavy cargoes. She had a great deal of power and towed this barge at quite high speed. It pounded heavily in the seas and began to sink, so we left it at Havana, a friendly port then, and then we were ordered to go and rescue another curious set-up which was two large wooden barges. I don't know what they were designed to carry, but they were being towed down to Panama by a small harbor tug. This tug boat had broken down in the middle of the Gulf of Mexico. We had to take the two barges and the tug under tow. The last thing these DE's were designed for was towing, which was quite a trick, but we did tow them successfully into Colon, transited the canal and had an uneventful trip to San Diego. After a day or two there, we had another eventful trip to Pearl.

C: How long did you stay at Pearl Harbor?

A: We stayed in and out of there for I guess a month while other ships in the division were collecting together.

C: So you were going to be a part of a task force?

A: We were going to be a part of what they called a Hunter Killer Group, an anti-submarine group that consisted of a CVE and four or more DEs. We did one run out back to the eastward to search for a submarine that had been reported between Pearl and San Francisco. We didn't find it, but we heard that another DE coming the other way did and sank it. We got an aircraft report of an unidentified vessel, left the formation, ran to check it and came up alongside a huge old four-masted bark, called PAMIR, which was sailing through the area. She was the last thing in the world you would expect to find, bound from New Zealand to San Francisco with a cargo of hides and tallow. Instead of finding an enemy vessel, we hailed an array of friendly faces with obvious Australian accents and sent them over a few gallons of ice cream by highline. It could have been a hundred years earlier!

C: And in an area where there was submarine activity.

A: You know, they went right through parts of the war zone.

C: So you stayed in Pearl for about a month and prepared to join the division.

A: We escorted a fleet carrier. SARATOGA was training aviators in night exercises, so we spent our time doing something, not just sitting there. There, even down to my level, we were all supposed to go and call on Admiral Nimitz.

C: He was there. Did you have an opportunity to do that?

A: Yes. I called on Admiral Nimitz as did all the others. He would ask how you were getting along and express an interest. He ended up by telling an outrageous story!

C: What kind of outrageous stories? Printable or not printable?

A: Not printable, but very funny. You got a feeling of respect for him and I think everybody who went to see him said, "Here is a commander in chief in whom you had total faith and confidence. That aura came out of the man.

C: They say he was fairly quiet and understated.

A: I knew some of the people on his staff, so I saw something of them.

C: Who were they?

A: Well, my friend CDR Albert Pratt that I mentioned earlier was one of his staff; a man named Oakleigh Thome, an old friend of mine, was his flag secretary. There were a couple of others, regular navy types that I knew a little bit. One was Captain Truman Hedding.

C: Did you meet Edwin Layton? He was with FRUPAC in the intelligence group there, the cryptologists.

A: No, I do not know the man.

C: They were an important group and we have his papers as I mentioned to you before. You spent a month there and then you went to Ulithi Atoll in the Carolines.

A: That's correct. Five ships, four DEs and an escort carrier named TULAGI...

C: Yes, I think you are right.

A: By virtue of being the senior skipper, I was the acting commander of this division of four DEs during that period of time. Eventually a division commander was assigned, but I had the fun of turning these four DEs into a coherent group along with the TULAGI.

C: And that was the Hunter Killer Group?

A: That was the Hunter Killer Group, the four DEs and a CV. Another ship joined us later on after that.

C: Who was your XO on the SEIVERLING?

A: A man named Jack Schuman. He was a ROTC from Princeton, I think. Jack Schuman was an excellent XO, but the division commander who came aboard later didn't like him and wouldn't qualify him to relieve me. In the FOGG my XO relieved me and took command.

C: Was that normal procedure, having an XO relieve a CO in wartime?

A: It happened, yes, in these DEs where everything was growing up, so to speak. They were building these ships like crazy and in many cases the XO of one ship would get command of another new construction ship. In some cases, he simply relieved his own commanding officer.

C: Things move quickly in war time. What was your mission with this Hunter Killer Group? And did you find yourself in any combat situations?

A: In Ulithi we did some patrols. Our mission, of course, was hunting submarines. We then went to Koror Roads in the Palau Islands where we joined the task force that was formed there to go to Lingayen Gulf. We proceeded through the Philippines with them. This formation consisted of old battleships which were going to do the shore bombardment, cruisers, more CVs and a destroyer squadron. In this case, the CVs would be used for anti-submarine purposes and providing tactical air support for this force; they didn't have the capability of doing a heavy strike, but they did have the capability of intercepting enemy aircraft. As we went through the straits and so on into the South China Sea the task force was in two groups, each in a circular formation with the battleships and the CVs in the center, then a ring of cruisers and then destroyers and DEs intermingled. We had some kamikaze attacks going through and then more as we went up the coast to Lingayen and some of the ships were hit. The OMMANEY BAY was one that was hit and was finally sunk. One of the DE's in my division was hit by a kamikaze and had one engine room flooded.

C: Was it sunk totally?

A: No, she managed to limp home again and back and got repaired. We had casualties but not a very large number.

C: But you were actually in this invasion at Lingayen?

A: No, we never went into the gulf. Our mission was to do an anti-submarine patrol in the South China Sea, to try to intercept any Japanese submarines that might be coming into the gulf to attack the battleships and other ships that were at anchor or not moving around very much and were especially vulnerable. We operated there for almost a month until we were very low on provisions.

C: Did you sink any?

A: We never found one. I tell you that was the frustration of the war; we were trained in a specialized ship that is supposed to sink submarines and you don't find a submarine to sink.

C: It was about January '45, wasn't it?

A: Yes. And one of the slightly amusing aspects of this was that the 442, next ship to mine, was commanded by Franklin Roosevelt, Jr. I had known him slightly but not well and we got to be pretty good friends. Franklin, in the long run, had his shortcomings, but he was a first rate naval officer and we had a lot of fun together. I remember once when he had a watch officer who couldn't stay in the right place in the formation. In the navy there is the position flag, known as posit for short, which has certain meaning, and if you put up a posit signal with the number of a ship what it means is "Get back into place in the

formation." I put up a "posit four two" because this crazy watch officer was way over here when he was supposed to be there. I remember getting a flashing light signal back. You know anybody commanding a formation is called Commodore, no matter what their rank was, as a courtesy title. This message comes from Franklin, "One more posit signal from you, Commodore, and you will never make postmaster." Then we went back to Ulithi and when we left Ulithi again, there were five of us within TULAGI. We patrolled off Iwo Jima while all that operation was going on. Again, our mission was to find and sink any Japanese submarine that might have come in and try do their thing there.

C: Did you find any?

A: Again, we never found any. That's my bad war; we never found a submarine.

C: Could you actually see the landings or were you too far to see anything?

A: Too far to see. You could see the gun fire going on all night long.

C: That was horrible. Did you experience any kamikaze raids at that time?

A: Not off Iwo.

C: They show up a little later. Your next invasion is Okinawa. Were you involved in that at all? Or did you leave the SEIVERLING?

A: I left the SEIVERLING. My relief had been chasing me all over the Pacific, and I had been studying the operation plans for Okinawa, and just before we were to leave he finally showed up. I had orders to report to CINCPAC staff.

C: That was about April, wasn't it? March-April 1945?

A: It was about April and I got promoted to Commander just about the same time, and I was looking forward to this assignment because I was going to work for Captain J.B. Carter who was part of the class here at the War College and later on the staff. He is in the picture I have of the group when I was here at the Naval War College. He knew me, and they needed an assistant operation officer so he put the finger on me, and I was ordered to Admiral Nimitz's staff and then, before I got there, my orders were changed to come back stateside and be flag lieutenant to Admiral Jonas Ingram, CINCLANT. This was a great disappointment to me. I really looked forward to working with the people up on the hill in Guam. In fact, I stopped there on the way back. I saw these people I would be working for and they handed me this revised set of orders. I never could find out why a guy who had

gotten to the rank of commander would be ordered to the staff of a five star commander-in-chief for a serious purpose and have that changed to go to a four star admiral, when Admiral Nimitz's flag lieutenant was a two striper. Why should I go to be horse holder to a guy in the Atlantic when the battle of the Atlantic was almost over and I had nothing to do. When I was aide to Admiral Kalbfus here I was far more usefully employed than I was with Ingram.

C: So it was kind of a "nothing" job...

A: It was a "nothing" job.

C: Where were you based? Were you in Norfolk?

A: Well, I reported to the flagship, a converted yacht called VIXEN, here in Washington. She had just come up the bay from Norfolk. We moved the flagship around, and from Washington went to Philadelphia, from Philadelphia we went to New York, and the only interesting thing about New York was the first of the big troopers, the Queen Mary and Queen Elizabeth, bringing the first troops back from Europe, steaming up the harbor. This evidence of the end of the war in that theater was an exciting sight.

I arranged for the Admiral to call on the Governor and the Mayor. The Governor was Dewey; he was not very interesting, but

the Mayor, Fiorello LaGuardia, was absolutely fascinating. He knew much more about what the war was all about than Dewey, who was a candidate for President. There was no comparison between these two. Then from New York we went to Casco Bay, which was a navy base of sorts. If I wanted to relax and enjoy life, this was fine because I was back where I could see my family, and we even got a little house up on the edge of Casco Bay and I went home at night and that kind of stuff.

C: But you weren't in the action where you wanted to be.

A: No, I wasn't in the action. No real contribution, I guess. I'd sit in and watch the ASW people at work, the operational part of the staff, that were deploying the renowned Hunter Killer Groups one right after another. They knew the formations of German submarines; they knew exactly where they were and were just slaughtering them. The German submarine commanders, as I remember it at that stage of the game, had something less than a fifty-fifty chance of coming home if they went on a mission. Those German submarine people were very brave men; they kept going right on against terrible odds.

C: Sure, they were right out here...

A: Just the other way around when I started in that business; but this was the final phase.

C: Right, that was kind of frustrating for you. What kind of man was this Ingram, Jonas Ingram, to work for?

A: Well, he was all right. He was full of bluster; he was a colorful character. He had been a great football player and the only reason I could ever derive as to why he wanted me was he thought I brought with me some feel of what was going on in the Pacific. What he said to me was "I think that one of these days Halsey or Spruance or one of the seniors out there are going to collapse and they will need me out there." This was pure poppycock!

C: So he needed a liaison to tell him what was going on.

A: Yes, so I could help him. Then he said, "I'll see you get command of a destroyer", which I knew never would happen, so I didn't get too excited about that.

C: Well, at that time the war was winding down...

A: The war was winding down; we had VE-day and VJ-day and then one day the Admiral called me into his office and said, "I got Admiral DuBose here. I think you know him" (I mentioned that earlier). "Admiral DuBose has the responsibility of starting the planning of the naval reserve organization for the post-war period and he would like to have you come down there. Would you

like to do that?" I said, "Well, I have always had high regard for Admiral DuBose and I think I could be useful," and I let it go at that. "OK," he said, "I'll let you go." Of course, I had admiration for DuBose because he was a fine man and an able officer. Ingram was four stars and DuBose was two at that point in time.

C: Sometimes that doesn't matter.

A: That didn't matter. So I spent the fall of '45, from mid-September until Christmas, in the Bureau of Personnel, working on this reserve plan.

C: What were they planning? Obviously, the reserves in the post-war period.

A: Yes, and what ships would be allocated to training, how the reserves would be organized city by city and so forth. Curiously enough, there was a fellow for surface forces which was me; there was a fellow for aviation; there was another for merchant marine and naval transport service. We all worked for Admiral DuBose and he had a plan, an outline plan that he wanted to get initialled, but he couldn't get to Admiral Denfeld, who was three stars and Chief of the Naval Personnel. DuBose was very frustrated.

C: Was it just the bureaucracy that wouldn't or couldn't make it happen?

A: Well, Denfeld had other things on his mind, so my friend Pratt turned up, as Nimitz's bright young man with a briefcase full of papers and was with him everywhere. I said, "Albie, I've got a plot to suggest to you," and I explained all this and said, "I've got to somehow or another get Denfeld to talk to DuBose." He said, "I think I see an opening. What's that?" I said, "Pratt remarked that the next thing on the agenda this afternoon, in this conference between Admirals King and Nimitz, Nimitz being about to relieve King as the CNO, COMINCH and so on, is the matter of naval reserves?" I said, "Fine, if that comes up, Denfeld isn't going to know what it is all about. So indeed it came up, and I gave Pratt a telephone call and he said, "It did indeed come up and Nimitz turned to Denfeld and said, "What's your plan? Your basic plan for a post-war naval reserve?" Denfeld said, "Well, we haven't really got ours ready yet." So Pratt called me and said, "Denfeld is hot footing it back to try to find DuBose." So I said to DuBose, "I have some reason to believe that Admiral Denfeld is on his way back and he'll be looking for you." So Denfeld came storming into the office and there was DuBose standing there. He said, "DuBose, where is your plan?" He said, "It is in my hand, Admiral. I have been trying to get to you on this for ten days now." "Bring it in," said Denfeld; he looked at it, signed it off: "approved L.E.Denfeld".

At last we had something to go on, to start work, but that was a neat little strategy. Pratt happened to be an old friend. Pratt, incidentally, was in the next Reserve Officers' class here at the Naval War College. He was here as a student when I was Admiral Kalbfus's aide, so we saw a lot of each other.

C: Well, that was good. You saved his face in that regard.

A: Then afterwards I saw Denfeld, who was the one who had changed my orders, and I said, "Admiral, if you don't mind telling me, why in God's name did you change my assignment like this?" He just laughed at me and wouldn't tell me anything.

C: When did you leave that position with BUPERS?

A: Just in time to get back to Boston for Christmas; I left about the 23rd of December.

C: That was December '45 and the Navy was gearing down. Did you win any medals for your service in WW II?

A: No. Well, I got a Navy Commendation Medal.

C: And you ended your service with the rank of commander?

A: Yes.

C: Did you ever happen to meet - you told me you met Nimitz - but I was wondering if you ever met King or Admiral Richard Conolly in the Pacific? Did you run across them, or Turner, Halsey, any of the big names?

A: I met some of them, under different circumstances, but not Turner or Conolly. In early December, another friend, Norman Ballou, who I had mentioned before as Admiral Kalbfus's other aide, was basically a naval intelligence officer and had met King in Newport. He was a very security-minded sort of fellow and King liked him. He had him running his map room, in the bottom of the building in Washington, so Ballou was very close to him. Ballou said one afternoon, "I want you and Moppie," (my wife) who was in town, "to turn up at six o'clock at my house." We were flabbergasted. I said, "Why today? Why at six o'clock? "Never mind," he said, "don't ask me any questions, just be there. You'll find out why." So we turned up and in walked Admiral King and sat down and had a cocktail. When I went down to the department with Ingram, I was there one time and King came out of his office and started walking down the corridor and everybody in the corridor disappeared. Some didn't even want to walk by him, but on this occasion he sat down and made himself absolutely charming. He had humor and personal magnetism and, of course, he was a great naval officer, everybody knew that, and this was a fascinating forty minutes or so that he was there. He said, "Thanks, Norman," and to me "I am glad to have seen you and give

my regards to your father," and off he went. He was a Bureau Chief at the time he had served under my father, or if he wasn't he was just below that. Then I saw him again in the spring of '46 when he came to Boston. He came around to see my mother and father one afternoon for tea and we had a chance with just the five of us there, my wife was there too, to have this very informal discussion. My father loved to ask questions. Speaking of him, I should have mentioned this earlier, when I was with Admiral Ingram in New York the Admiral said, "I would like to have your father aboard for dinner. I would like to see him again." He had known him when he was secretary and Admiral Ingram was director of athletics at the Naval Academy. So he had one or two other people for dinner whom my father and he both knew. So my father walks aboard and here's this four star admiral and Commander-in-Chief, and he puts his hand on Ingram's shoulder and said, "Now then, young man, tell me why do you think you are entitled to be Commander-in-Chief of the fleet?" Well, anyhow... to go back to Admiral King, the last time I saw him he had had a stroke. He was in the naval hospital at Portsmouth and there was one retired rear admiral up there named Morton Dale who was a great friend of mine and he said, "I would like to take you over to see Ernie King who is very lonely and can't speak very much." So we went over to see him and there he was in his last stages, this powerhouse, domineering man was just a shadow of his former self. I just wish I hadn't seen him... He could only repeat a few words, "Tell your father to carry on, carry on,

carry on." Turning to Admiral Nimitz, by this time I am talking about 1960 and I am chairman of the Raytheon Company and we opened a new plant in Portsmouth, Rhode Island. We had a dedication of the Submarine Signal Division's first building up here. Admiral Nimitz's son-in-law worked for us and he and his wife lived here, so I asked Admiral Nimitz if he would come and make a speech at the dedication of this building. I was in San Francisco and went to see him. "Sure, I would love to do that, so I can see my daughter." So he and Mrs. Nimitz got on a plane. I had a little company plane; we picked them up at Kennedy airport and took them to Quonset where we disembarked and he was picked up. The then manager of the place had quite a good sized house so after the ceremony was over, the next day we asked about fifty flag officers that were nearby and I think damn near every one of them came! It was a great occasion and Nimitz was wonderful. But we had a little dinner for him that evening, I guess for about thirty people; there were round tables like this because of rank and we were in the middle and no one of them was senior to any other table. We had to do that kind of thing for the sake of protocol. Anyhow, the point of the story is that after dinner Nimitz said, "Come on over here, I would like to talk to you." He was feeling very relaxed, and he told me what it was like to arrive in Pearl Harbor and encounter the total demoralization of the people there. He said, "Nobody seemed to want to fight..."

C: You mean the Americans?

A: The Americans. Nobody really was with it. "The only fellow I knew I could count on and that really wanted to go out and fight was Bill Halsey." "There weren't enough like him." Then he went on and talked about a number of things that happened: how the district commandant out there, Admiral Bloch, who had been a fleet commander when Nimitz was just a fresh caught rear admiral and had stayed on as District Commandant told him that we shouldn't try to hold Midway. Nimitz called up King and said, "Send Bloch home. I don't want a man like that around." All he had to do was to call King, and he was gone! It was a fascinating story, this job he had of taking a demoralized navy and getting them going again, I had a very warm feeling about him. This was such a human story that he told here in such an easygoing, straightforward way.

C: That's what many people say about him that he was a warm-hearted, friendly, low-key individual.

A: But he could be tough. Two of the best battleships collided in the Pacific at one time. He lost one for about six weeks and the other for about ten days. I can't remember which they were - INDIANA and WASHINGTON, I think. The skipper who was responsible was relieved immediately. It was the same man who gave me hell for using too much water in the shower 15 years earlier! Fleet

Admiral Nimitz then put out a directive on ship handling and seamanship, "Don't let us lose the war by running into each other." That was a masterpiece, a toughly worded order. To go down the line, Raytheon was later threatened with a takeover, which you could fend off in those days, by a company called IT&T. The chairman of IT&T was trying to sell me on this idea...

C: Of giving up your company...

A: Of allowing him to buy the company. By this time Admiral Halsey was on the board of IT&T, so we had lunch in New York in this beautiful lunchroom at the top of a tower on Broad Street. He sat me down beside Admiral Halsey; he thought that that would impress me which, of course, it did, and in trying to make proper conversation with Admiral Halsey in the course of the meal, I said, "Admiral, what a damned unfortunate thing it was at the Battle of Leyte Gulf that bad communications caused you to be at the wrong place at the wrong time." He turned around to me and said, "Adams, that wasn't bad communications. That was just a God damned stupid mistake on my part." Very frank, very straightforward, not trying to blame it on anyone else. The next one was Admiral Spruance who I first met because I was then number two in the Raytheon Company and the boss wanted anti-aircraft ship defense at the Naval War College, of which Admiral Spruance was President.

C: You were reminiscing about Spruance at this point.

A: Yes, and I thought that just to get through with this and then to get back to something else, I might go through a little bit called important flag officers I have known, just to keep us moving. The development of modern electronics, which involved the other uses of microwave energy other than radar, was a subject of interest to the company and I arranged for myself, the then president of the company, and Julius Stratton, later the president of MIT, to come down here to talk about a microwave linkage between ships in a task force which would allow them to do a more effective air defense. We wanted to get some people here at the College to just listen to this pitch and see what they thought about it. Admiral Spruance asked us to lunch, so we lunched in the President's house. We talked about this and some other things and some of the quality of Admiral Spruance that you would expect, of course, came out of that. I can't quote you anything that he said. He surprised me by having as much humor as he did.

C: He was known to be taciturn and kind of stern.

A: Then again, later, I was on a trip just before the end of the Korean War. I was out in Manila and I was asked to a reception that then Ambassador Spruance was having in his garden and I then got in one of these conversations that sometimes can lead to you

don't know what when you are trying to say something that would be appropriate. I said, "Admiral, if you want my impression on the war, from the War College and elsewhere, what the navy really lacked was people who could really think and plan and operate as you did." "Oh, no," he said, "you are wrong about that. What the navy lacked for a long time, what was really missing was stout-hearted fighting men and by that I mean people like Bill Halsey..."

C: A warrior vice the thinker...

A: Yes, that's always interested me because there was a school of thought that saw Spruance and Halsey as rivals, which they were not. This made it very clear that certainly Spruance didn't see Halsey that way. He admired him and he liked him. Then some of the people I saw as time went by - you had quite a list of them.

C: I did, yes. I have a list of flag rank officers, CNOs, basically, that I picked out.

A: Many of them I saw in the business one way or another. The only CNO that I haven't met since Charles F. Hughes was Watkins. During my father's time in his house, I met the people that followed Pratt, like Leahy, Stanley, and Stark, of course, and then King, Nimitz and Denfeld and a whole lot of them. Forrest

Sherman, I saw on occasion. There used to be these gatherings in the old days. Before dining each company had a hospitality suite, and Forrest Sherman, Bill Fechteles and others came in. I can't quote anything specific about Forrest Sherman.

C: Admiral Burke, Arleigh Burke.

A: Arleigh Burke, I have seen quite a lot of. There are three that Jim Goodrich, who was Undersecretary of the Navy, brought together and we've kept on having this lunch group. We had three or four lunches consisting of Mick Carney, Arleigh Burke and Jerry Wright. I saw a lot of Carney because after he retired he became chairman of the Bath Ironworks. I was on their board, so I saw him there. And then Jerry Wright got a hold of me when he was CINCLANT and he said, "Now, I want you to start an anti-submarine warfare research center to be located in La Spezia, Italy." And I said, "Jerry, I can't be doing things just like that. I have to run a company and we have to make money and we don't make money doing things like that." Well, with his considerable persuasive powers, he said, "Oh you owe this to the navy and the navy is an important customer and this would be a big thing," and so on and so forth.

C: What time frame was this?

A: That must have been '60, somewhere about that period. Finally, he persuaded me to do it and then we set about how to organize it, and I had some interesting discussions with him. I was told by the Council for the Department of the Defense that because of the international aspects and all this, it had to be a nonprofit activity. "Well," I said, "it also got to be a non-loss activity. If there is a clause in this agreement that says we can't make any money, there is going to be another clause in there that we can't lose any money." He said, "We can't write a document like that." I said, "Great, then we won't do it. I don't want to have anything to do with it." So Jerry got on his phone with his counsel for the Department of Defense. They finally came up with an agreement, so we did it. The question came up, "How are we going to do it in Italy and not have them wonder what the Americans were fighting to get out of it?" La Spezia was a very good place for it. There was no argument about Wright's choice, it made sense, but the Italians, being suspicious people at times, were going to think that there is an American industrial company that is going to run away with all the secrets that have been invented down here in this center, so how do we offset that? Well, we'll form a little company and then we'll have a board and a member of the board will be Mick Carney. Why make Mick Carney? Well, when Mick Carney was CINCSOUTH and headquartered in Naples he knew all the Italians and they all loved him. This mad Irishman was just what the Italians liked. Twice a year Nick and I would travel to Rome and

then up to La Spezia and we would have these meetings. We founded the thing and organized it and we got it going and later we were asked to get out of it. That was the end of that, but that brought Wright in my life anyhow. Then along comes Arleigh Burke, who I think probably was the greatest naval officer that I have ever known, through these lunch parties that we had. Arleigh's retired and lives about 40 minutes out in Virginia. On a number of these occasions, as well as having a joyful time around the lunch table, I had driven out there to pick him up. We had a lot of conversations on what it was like to be in the destroyer business and to go to work for Mark Mitscher, Pete Mitscher as they called him. He didn't like the surface warriors, didn't want anything to do with Burke and it was only because King and Nimitz had decided that an air commander should have a surface chief of staff that this came about and Burke's description of how Mitscher wouldn't pay any attention to him, didn't want him around, but he made up his mind just to go ahead and do the best he could, and he gradually got Mitscher's confidence and finally they became very close, and Burke ended up as a great admirer of Mitscher, and I am sure vice versa. Mitscher relieved Admiral Ingram as CINCLANT, to give him something to do after the war, and he got Burke back again from wherever he was to be his chief of staff. My friend Deyo, the Commandant in Boston, had a lunch party for him and I think that was the only time I ever met Mitscher. And here was Burke again. I met Burke on one occasion here in Newport when he was

Commander, Destroyers, Atlantic Fleet. We had a drink and he was feeling very relaxed and he said, "Charlie, I think I'm going to retire. I get my kicks out of accomplishing things and the Navy is now, in particular in the Pentagon, so complicated you cannot accomplish anything. I don't see any future in it for me and I think I'll turn in my suit." I replied, "You can't do that. You've got too much of a future in the Navy, and the Navy is going to depend on you. You just can't do that."

C: Was this before he was a CNO?

A: Yes, he was a two-star admiral, very junior, Commander, Destroyers, Atlantic Fleet. The next thing I knew a little bit later he was plucked above anybody and he had become CNO, relieving Carney, who was a good friend of his, when he was asked in. I'm sure Burke has probably told this in his own oral history in his own way, so I don't want to go into it right now. But Charlie Thomas was the Secretary of the Navy and asked him in and said, "I want you to become CNO." He said, "Well, I don't want to take the place of my friend Mick, whom I greatly admire and am fond of, and Thomas kept after him. "Well, I do it only on one condition that you let me go and talk to Carney." So the first that Carney knew that he was going to leave was when Burke came and told him. It is a measure of the character and quality of those two men that they could sit down and have it out. It was obviously a horrible shock to Carney who thought he was going

to have a second two-years at it and he didn't. Here was this junior officer who came in and told him that. Burke said, "I want no part of this; I have just been put into this position; this heat is on for me to take this job because, as they say, you're going anyhow. They both got through that and remained the closest of friends, and they have a wonderful time teasing each other. Burke is about 88 or so and Carney is 93, I think.

A: These two were having fun with each other, Carney saying to Burke: "I am not sure that you're much of a destroyer sailor, despite what we hear about you." Obviously Burke was the greatest destroyer sailor of them all. Burke to Carney, "Well, Mick, I think you might be right and I'll tell you why: everything I ever knew about destroyer operations I learned from you." Then Bill Wylie whom I saw one day said, "I understand that you are going to have lunch with these great figures of the past. Please give them my respectful regards." So I repeated this when the three of them were sitting there. Burke said, "I remember Bill Wylie who commanded that cruiser that you sent through the St. Lawrence Seaway to Chicago, isn't that right? Good man, excellent fellow." "Well," said Burke, "Why in the hell didn't you ask my permission as CNO to send that ship on that mission?" "Because I knew damn well, you wouldn't give it to me, that's why." These are just little bits of the kind of repartee between these three eminent gentlemen, two of them in their 90s and the other just short of it. They are all still full of fun and zip.

C: Dave Rosenberg here at the War College is writing a two-volume biography of Arleigh Burke. He is a MacArthur Fellow and he has been at it for several years, so that'll be coming out some day through the Naval Institute. Then his life will be captured in book form as well as tape. Did you know or have any dealings with Admiral Moorer, a more recent CNO, or Admiral

Zumwalt? They were quite prominent. Do you have any anecdotes about them or...?

A: Well, I haven't any anecdotes about Moorer. I do remember coming here for a Global Strategy Discussion in 1970. Moorer had just given a real thundering oration on behalf of the Navy which had everybody stirred up. The next year Moorer was chairman of the Joint Chiefs and people said now we are really going to hear something. I remarked, "He's not going to say a damn thing." Last year he was very frank about the navy. This year he won't say a thing. Why not? The spokesman for the Department of the Defense is the Secretary of the Defense and the chairman very seldom says anything. Tom Moorer didn't say a thing. The last one of these lunch parties that Jerry Wright gave in Washington, Tom Moorer was there. Just the other day I had quite a long chat with him.

Zumwalt didn't ever want to talk to a contractor to the Navy as CNO. This was his position and it's a perfectly understandable position. Raytheon had a sonar made up the street here in Portsmouth that we thought ought to go into the FFG-7 class when they were built. This was a sonar on which we spent a substantial amount of money designing, intending to give 85% of the capability for a third of the cost. Just the thing for a frigate type ship and this was state of the art, the latest thing available. We developed this on our own and we turned it over to the

navy for evaluational test procedures and it came through as excellent. However, the Navy hadn't bought one yet, so what they had planned and programmed for that ship was a very old design by Westinghouse, made in Canada, not even in the U.S. It was obsolete. There was no way to get to the CNO who was keeping his finger on that particular program. He had the high and low idea of big ships and little ships; this was the low end, so it was his baby. I got a fellow that worked for us who managed to put me next to him at the head table of a Navy League dinner, and I said, "Look, Bud, this is really ridiculous. You are buying obsolete sonar when here is a modern one that already has been through full tests by the navy. Any sonar you are going to buy or anything that goes into that ship has got to be a shelf item you say; it cannot be newly developed for that ship. This is already there. It's all ready and the navy has tested it. Why don't you look at it? Just look at it. Get somebody in and find out about it because there it is and it's state of the art now and the other is 15 years old. "Well," he said, "I think I might do that." He did. It was called out for this class of FFG's. All I wanted was to get him to look at it and review the options.

C: But with the government, you know, it's always the cheapest product and if you always buy the cheapest product...

A: Well, this new equipment wasn't more expensive and he set up this rather arbitrary shelf spec item for gear that already

existed. Well, this one did exist in one sense and didn't in another sense.

C: That was good. He was known, of course, for his Z-grams in the Navy.

A: And I saw him when he was here; he had a dinner for a lot of CNOs from Latin America. He asked us down for one of these dinners which he had in the Marble House...

C: Oh, that must have been the Sea Power Symposium; that's what it was. Did you have any dealings with Holloway when he was a CNO?

A: Not really, when he was CNO. I have seen something of him recently in connection with the Naval Institute and another thing that has to do with naval history. He's chairman of an advisory committee to the Naval Historical Center. I am not sure exactly how it worked, but he and Jack Kane and Bob Foley and Jim Goodrich are members of this committee. He is chairman. I went down and had lunch with them and talked about that at some length... I have only really seen him recently and I gave him very high marks. I think he's a very superior fellow.

C: Good, and Tom Hayward?

A: Tom Hayward, I had never really known that well.

C: I think we have covered most of the major CNOs that I have down here. I wanted to ask you a question about your postwar Raytheon work and its connection with the navy. You have covered some of it in what you've said already. Did you join Raytheon in 1946 after your return from the war?

A: In 1947, I went to work for them full-time.

C: Did your family have any connection with the company before, or was it something that you went into cold?

A: Before the war my brother-in-law's father had an interest in it. I got to know the company a little bit then and I was on the board for a little while before I went to active duty in the navy. By the time the war was over he had died, and then the stock had been sold out, so I really didn't have any connection other than knowing them before the war.

C: Did you observe their products, the radar and the sonar systems when you were onboard ship in WW II? I know radar was in its infancy and I don't think sonar was as fully developed then as it is now but...

A: Sonar was there. The LANSDALE and other DDs used to track submarines and the best sonars were built by the Submarine Signal Company, which is now the Submarine Signal Division of Raytheon. They merged after the war and I had a little to do with arranging that merger. When you get destroyers side by side, and I have heard a lot about this lately, when you've got two chief sonar men comparing notes one heard, "what kind of sonar have you got?" Well, I've got so and so. "What kind have you got?" "I've got Sub-Signal." "Oh, you lucky so-and-so. That's the best." The same thing was true about Raytheon radar. The first time I ever saw the Raytheon SG was in the destroyer STRONG; it was commanded by Admiral Wellings later in the Pacific, and he stopped in here in Newport to pick up torpedoes. They were made here and the ship was built in Bath, and he was on his way, and he sent me a signal - this is when I was Admiral Kalbfus' aide - and said, "Can you come out and have lunch with me? I've got something you would be interested to see." Admiral Kalbfus had a barge which he let me use. "Let's exercise the barge", said the Admiral. "I have been asked out to lunch in this brand-new destroyer. Do you mind if I take the barge out?" We got the coxswain out to drive it, so I got in this barge with four stars on it, and we went out to the STRONG. Gus Wellings showed me the radar. "This is the product of Raytheon I knew you knew before the war. This is the first radar with a PBI scope where you can see everything laid out in a proper plot and this is going to make a tremendous difference in sighting and tracking enemy ships in the dark."

Then Old Gus went out and got sunk a little after he reached the Pacific Theater. That was the first time I saw a Raytheon product.

C: During your tenure at Raytheon, you had extensive dealings with the Department of Defense and the Department of the Navy, both with contracts and personnel. What specific kinds of products, besides the sonar and the radar, did you produce for the Navy Department?

A: Well, we produced the Sparrow Air to Air, and Sea Sparrow Surface to Air Missiles which are still major products. The Sparrow is over thirty years old and still in production in its latest form. It's still a major air to air weapon. The Sparrow in the surface launch form, which is called NATO Sea Sparrow, is in many ships as a point defense system. Airborne Sparrow and ship-launched Sparrow both are major products developed for the navy and still in production. How long do they go on? I don't know under present circumstances. Before we produced the Sparrow, there was a thing called Lark which is the first guided missile that ever intercepted an airborne target. That was a first for Raytheon.

C: So, that's a first for Raytheon.

A: Yes, that came out of the effort to resolve the Kamikaze threat. It was carried on after the war and the first successful Lark interception was in the early 1950s.

C: So basically, it's missiles and sonar and radar.

A: There's radar. We make part of the Aegis system; we make air search radar, called SPS-49. We've got a new product now that the navy is just buying, called Over the Horizon Radar, which they set up in Virginia to look at the whole Caribbean area. Five of the first production models were just contracted for a few weeks ago. Then we do sonar systems. I told you about the surface ship one in World War II. Submarine sonar has been a major factor in Sub Sig up here. We got most of the sonar for the attack boats earlier and now we have teamed up with others on more advanced systems.

C: I guess there are always improvements in that kind of thing.

A: Yes, we have been second source producers of the Phoenix, which is another navy missile. We are also a second source supplier of the navy standard missile now. This is the major surface to air, air defense missile. We are doing the ship-board end of the navy's new satellite communications; we don't do the

satellites but the equipment put in aircraft, surface ships and even submarines, the periscope antennas. We have done a considerable array of other things over the years for the Navy.

C: How would you characterize relations with the Navy Department? Were your dealings with them positive, good, all the time or...?

A: Well, they have always been, I would say, as good as they can be under the circumstances. Under the circumstances means the extreme harassment by the Congress that makes services behave in a way that generates an adversarial relationship to some extent between the contractor and the service. This is not at all the way it was in the early days when we had our arms around each other trying to develop the best possible weapon system. Everybody would work in a happy atmosphere of mutual trust and confidence. Now it is very standoffish. Admiral Kurth came to Raytheon to give a speech a few months ago; he had to pay for his own supper!

C: Yes, of course, they don't want any conflict of interest.

A: That kind of stuff is carried to an extreme that I think is a little ridiculous in most cases. And now you have the Congress getting into the navy's business, if you will. It is true of the other services, of course. This huge proliferation of congres-

sional staff people now get into the act and try to play their part of the game - whether this or that system should or should not be bought, or if you ought to buy this or A, or B, and if you ought to buy from B or C. They are source selection decisions and all that kind of detail. The Congress is getting into mini management and they have no business being there.

C: It is much more complicated than it was.

A: One of the reasons that procurement is in such a mess now is the fault not of the Department of Defense but of the Congress. Our armed services are not going to say that because they have to depend on the Congress, which is, nevertheless, without a question true.

C: Did you employ retired navy personnel to work on your projects? Did they have the kind of expertise, say in sonar or radar, that you could use their talents?

A: The answer is yes, but I have lost track of that in recent years. Long ago I had a retired navy captain who had a technical background who was involved in the development of radar and sonar in World War II and so forth. He was my chief man on the military side of the business, Captain David Hull, and he performed a very useful role. There have been people from all three services in and out of the company in various jobs. We

have some senior army people now. The rule of the game is that they don't have anything to do with procurement. They don't have anything to do with contracting with their old service. They're making the product or doing something like that. There's even Tom McEnaney from the Naval War College as assistant to the chairman. He spends his time battling two or three marines that are on the company staff next door, too, so we have them from all the services in various places...

C: Sure, because you produce things for the other services too, so that makes sense. Well, that's about all the questions I have on the Raytheon and navy end of it. Do you have anything more you want to add in that regard?

A: No, I don't think so. I think as far as I am concerned, although I remember very well the Nye Committee and investigation of the so called "Merchants of Death" and all that kind of stuff in the '30s. I have always been very comfortable with Raytheon because I thought there was a correct and proper purpose in trying to defend the nation and do it in a responsible way, and if I can be proud of anything it is having been a part of a company that has from beginning to end attempted to do things ethically and correctly all the way up and down and around. Every now and then some sour ball doesn't pay any attention to our rules and gets in trouble, but on the whole I

think we have succeeded in doing our business ethically and that means a great deal to me.

C: Very good. Raytheon has never been involved in any contract scandals at all. Business practices have been above reproach.

A: That's been true, yet occasionally we found somebody that was playing games and we usually found them before anybody else did and fired them and prosecuted them if necessary. "Get them out of here" is the word and let that be a lesson to the rest of the people. I think that our people are very comfortable with that. You'd see people in other situations where there is such a pressure on them to make a sale that they would do something questionable. In our case people backed away from very large potential business because the guys in the front office just wouldn't put up with that. We backed away from a big deal in a South American country because we found in the end that there was a payoff involved for the Air Minister. Sometimes when money is spent making proposals it's going down the stream. Uncompromising, our people come home saying, "I am sorry. We can't do it on our own terms."

C: I'd like to ask you just a few questions about the Constitution Museum in Boston. You were involved in establishing the museum, I believe. How and when did this project come about to establish the museum?

A: Well, it was initiated by Admiral Wylie when he was Commandant of the First Naval District. If you really want the story "Why the museum?", you should ask him as the creator of it. He should talk about that. He asked me as a friend to help him raise the money in the Boston community and he and I together went with our hats in our hands to a lot of people and raised enough money so that we could put the thing together and get it started. We opened it in the bicentennial year 1976, and we opened it before we really were ready, but we had to be there with all that celebration going on. It worked out all right. We've never been able to get it on as good a footing as I would like to see it for a variety of reasons, but it is still going. I am going to a meeting there tomorrow and am still involved with it, trying to help the present president.

C: Are you on the Board of Directors, then?

A: Yes, it's a Board of Trustees.

C: Is Admiral Wylie still on your board?

A: No. He is an honorary. There are several honorary trustees: Arleigh Burke, Bill Wylie, Tip O'Neill, I guess there are just three of them. Leverett Saltonstall was one until he died. Admiral Morison was one also. Now Bill is honorary, so he doesn't have to commute up from Newport.

C: Right, and he was the director for quite a while.

A: Well, he was the President. He had a director that worked for him.

C: Are you affiliated with any other navy activities, foundations, etc?

A: The Naval War College Foundation. I was quite active on that board when it first started along with Rafe Bates, whom we already have discussed. I have been honorary member of the Navy League, a member of their board of advisers and they came up with an award which I believe most associations do. It is called the Chester W. Nimitz award and they chose to award it to me as the first one. So the people who've received that award - about six now - are the members of the advisory committee and we meet occasionally. The very large percentage of this group, probably thirty or so, are retired CNOs, Commandants of the Marine Corps, Secretaries of the Navy and so on. The Navy League has a big festival down here in April and we try to meet for breakfast and I'm a member of that committee. Let's see what else there is. I am a member of the committee that is going to raise money for the Naval Institute, so I see something of Jim Barber. Admiral Holloway is the chairman of that committee.

C: We covered pretty much everything that I can think of. Annapolis, the Institute, the Naval Historical Center in Washington, DC. That's pretty much it.

A: I had a little role, along with a lot of other people, in starting something called the Destroyer Escort Commanding Officer's Association of WWII. This is where the FOGG and SEIVERLING come in. We still meet; in fact, they are going to meet out at Pearl Harbor in April, but I can't go...

C: Oh, that would be a wonderful time to go.

A: Yes. They've also met here at the War College.

C: You mentioned that a couple of years ago they had a reunion here. Well, I have finished my questions, all forty-eight of them. Do have anything else that you want to add before we close off?

A: I don't think so. Thank you for your patience.

C: Well, thank you very much for coming down today and taking time out of your busy schedule to sit and chat with me. I appreciate it very much.

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